SOL PLAATJE MUNICIPALITY

FINAL ADOPTED BUDGET

2019/20 – 2021/22

City of Kimberley

intranet: http://solplaatje

THE SPEECH OF THE EXECUTIVE MAYOR, SP MABILO ON THE OCASSION OF THE APPROVAL OF IDP REVIEW FOR 2018/2019, THE ANNUAL BUDGET FOR 2019/2020 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK, BUDGET POLICIES AND PROPOSED TARIFF INCREASES FOR 2019/2020

29 May 2019

Madam Speaker

Esteemed Members of the Mayoral Committee

Honourable Councillors

Acting Municipal Manager

Executive Directors

Officials

Members of the Media

Community members

Warm greetings to each and every one of you.

Madam Speaker, in celebrating 25 years of a free and democratic nation, I have intentionally chosen to present this budget speech for 2019/2020 Medium Term Revenue and Expenditure Budget Policy (MTREF) within the context of the liberation and attainment of human rights as we enter the sixth new democratic dispensation.

Since our democratic dispensation, Madam Speaker, we have changed the lives of many through the access of basic services, namely, water, housing, electricity and have experienced major milestones and evident progress in the livelihood of our people. As we enter into a new dawn, let us honour and pay homage to liberation stalwarts for their contribution to the freedom and constitutional democracy we enjoy today.

Madam Speaker, this year we celebrate 25 years of a free and just nation where all who live in it can enjoy the hard earned liberation that our struggle stalwarts fought for. This year we once again democratically participated and engaged in an important process when we made we had the opportunity to make our voices heard and usher in a new era of renewal and hope.

Once again our governing party has been mandated by the people of our country to build a better life and grow South Africa.

Madam Speaker, as we open doors to the new administration, it demonstrates the confidence of the people in the ruling party and our governments' commitment to fighting corruption, to create jobs and to grow the economy.

Madam Speaker, we have to remain sensitive to the cries of our people, in particular those who are previously disadvantaged, the elderly and child headed households. Therefore with this budget, we have maintained a pro-poor position that aims to include basic service delivery designed to assist indigents.

After the tabling of the 2019/2020-2020-21 draft budget and Integrated Development Plan, a thorough and lengthy public participation was held by council and the administration of the Sol Plaatje Municipality to solicit the views and inputs from all relevant stakeholders.

The Office of the Executive Mayor, the Office of the Speaker and the entire Council of the Sol Plaatje Municipality would like to express the utmost gratitude to the residents, organised business, NPOs and churches for participating in the draft budget and IDP process.

We acknowledge all inputs and concerns raised during the public participation process. In the words of our Premier, Dr. Zamani Saul, and I quote, "We pledge our commitment to serve our people with humility, to listen to them and work with them to usher in a modern, growing and successful Province," close quote

As the capital city of our beloved province, we have the opportunity to turn the tide, rewrite our past and once again restore hope and confidence in the Sol Plaatje Municipality and continue to improve the quality of life of our people. To this end, we take encouragement from the wise words of the President South Africa, Mr. Cyril Ramaphosa, for us to answer the call to serve and make meaningful and progressive change to the lives of all the people.

Therefore, fellow colleagues and residents, we must consider it an honour and privilege this morning to be part of the new dawn which to me, is a period of renewal and rejuvenation; a period where we change the discourse for the better, to serve with distinction; and a period where residents can tangibly feel improvement in their quality of lives.
Indeed, we dare not fail as we set new service delivery and accountability benchmarks for others to follow

Madam Speaker, the budget for 2019/2020 follows a very challenging 2018 and an equally demanding one is forecast for 2019/2020 MTREF. Collectively we have emerged from many trials and tribulations in the recent past and this has indeed made us wiser.

While upholding the rights of residents to engage in peaceful protest we are simultaneously resolute that we must work together to resolve problems amicably. We have learnt from our mistakes and we are moving forward to maintain stability at the municipality. Ladies and gentlemen we need to hold hands and work together.

Madam Speaker, in order for us to remain a viable and vibrant city, we need to work as a collective to turn the fortunes of the city around. Municipalities across the country are feeling the brunt of the economic meltdown and as a result National Treasury issued a statement whereby 70% of municipalities were classified as being in financial distress. Luckily we are not as we have sound fundamentals in place.

We however cannot rest on our laurels but need to address the pressing issues which beset our city. Madam Speaker, we have to be frank and admit that service delivery such as water and sanitation challenges remains our main priority as a municipality.

We will reclaim our public spaces, namely; parks, walkways, stadia and cemeteries as we embark on a rigorous cleaning and greening project. We will in turn our communities into green, dynamic and vibrant settlements

In order for us to grow we need to repair and maintain our infrastructure. A city with miniscule infrastructure problems, is normally a city that flourishes. We want to create this modern vibrant city with job opportunities for the youth and at the same time create amenities for both young and old to enjoy. This is the ideal we envisage for our beloved city of Kimberley.

Honourable Speaker, the issue of non- payment of municipal accounts has assumed drastic proportions. We are by law compelled to pay our creditors within 30 days but we in turn do not receive revenue for services rendered.

I am happy to announce that we have received commitments from sector departments to pay outstanding municipal debts. Government must come to the party and be exemplary in the payment for services rendered by the municipality. We call on all businesses, government departments, residents and all other stakeholders to continue paying in order that quality services are delivered.

Our ability to provide services to the people of Kimberley is severely hampered by those not willing to pay. We sincerely thank those who do honour their commitments towards the municipality and I once again make a plea to those not paying to do so. Together we can bring the shine back to the city.

Madam Speaker,

In an effort to reduce our exorbitant water losses, and also increase our debt recovery, we looking at installing pre-paid water meters as a pilot program. We are also looking at broadening the criteria for people applying for indigent status. This option will be discussed when all the relevant information becomes available. Currently indigents are identified based on household income only.

The tariffs as announced during the draft program remains the same for all services and property rates apart from the electricity tariffs which reflect in the tariff structure of the Budget Book.

The T**otal Revenue** budget for **2019/2020** and ensuing years **2020/2021** and **2021/2022** remains at **R 2 203 612(two billion 203million and 612 thousand)** whilst the **expenditure budget** is **R2 194 210(two billion 194million and 210thousand).**

Total budget over the MTREF is R7 000 420(Seven billion four hundred and twenty thousand Rand) for revenue and R6 970 753(six billion nine hundred and seventy million and seven hundred and fifty three thousand Rand) for expenditure.

I therefore present the IDP Review 2018/19, the Annual Budget for 2019/2020 MTREF, the proposed tariffs increase and the Budget Policies as per item two and three of the agenda.

The capital budget over the same period is:

R184 285 for 2019/2020(one hundred and eighty four million two hundred and eighty five thousand rand)

R180 497 for 2020/2021(one hundred and eighty million four hundred and ninety seven thousand rand)

R209 266 for 2021/2022(two hundred and nine million two hundred and sixty six thousand rand)

Total over the MTREF is R574 048(Five hundred and Seventy million and forty eight thousand rand).

In conclusion, Madam Speaker, I would like to take this opportunity to thank the staff in my office, the office of the Acting Municipal Manager, Executive Directors, the Mayoral Committee and councillors and all Sol Plaatje employees who worked diligently in order to make this occasion a success especially those in the Budget and Treasury office who prepared this budget.

I thank you

Presented by:

_____

S P Mabilo

Executive Mayor

Sol Plaatje Local Municipality

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1. Mayor's Budget Speech

To be distributed at Council meeting

2. Council Resolutions

ITEM NUMBER

Tabling of the Annual Budget for 2019/20 MTREF

Executive Mayor Cllr P.S. Mabilo 29 May 2019

Purpose

The purpose of this item is to submit the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2019/20 and indicative allocations for the two projected outer years 2020/21 and 2021/22, including policies and tariffs for approval by Council.

For noting / for decision by

The following options exist in terms of noting / for decision by:

- Council

The item/report has NOT been considered by a portfolio committee.

This item is for recommendation by the Executive Mayor to Council.

Background

In terms of the Section 16 (1) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 16 (2) further requires that the Mayor must table the annual budget at least 90 days before the start of the financial year. It is in compliance to Section 16 of MFMA that an annual budget is being tabled before this Council today.

The annexures in respect of the budget as per the Table of Contents in the budget documentation are hereby attached.

It should be noted also, that an application for tariff increases for electricity will have to be submitted to NERSA.

In terms of the Section 24 (2) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 24 (1) further requires that the Mayor must approve the annual budget at least 30 days before the start of the financial year. It is in compliance with Section 24 of the MFMA that an annual budget is being tabled before this Council today.

Whereas the MFMA Section 17, prescribes the format in which the municipal budget must be presented, National Treasury had published Schedule A tables for the capturing and presentation of the budget which covers a 7 year period, whereby the first three years are the actual outcomes of the previous years audited, the current year budget, and year to date actuals as well as the next three (3) years.

In terms of the Municipal Budget Reporting Regulations as per Government Gazette 32141 (hereinafter referred to as the MBBRR), the table of contents of the annual budget is prescribed, and as such, the format complies as prescribed in the regulations.

The MBRR Sections 15 and 18 prescribes the manner in which the tabled budget must be publicised, whilst the MFMA Section 23 makes reference to consultation processes on tabled budgets. Various meetings were scheduled and conducted. All areas were visited according to the schedule. Public inputs received supported the budget, the policies, and the proposed tariff increases.

National Treasury also, through the budget benchmark exercise which is the process of reviewing the tabled budgets, analysed the assumptions and the detailed budget and compared the budget with other secondary cities, reported that in their draft report, National Treasury concluded that the municipality's tabled budget is:

- 100% compliant with all the format requirements
- That the assumptions made were sound and supported by valid social and economic conditions that prevails not only in the region, but also in the country
- Credible, relevant and funded, which are the critical criteria in which the budget was assessed.

The MBRR further suggests that the budget must be tabled together with the reviewed budget related policies, the proposed tariffs, the service delivery and budget implementation plan as well as the Annual IDP Review. All these documents are part of the budget statement as presented in the annexures.

It is against this background that the Annual Budget for the 2019/20 MTREF is submitted for approval.

Annexures

Budget Part 1 and 2

Budget Annexures

Section 1: Budget Schedules and supporting tables

Section 2: Tariffs

Section 3: History of Tariffs

Section 4: IDP Overview

Section 5: Service Delivery and Budget Implementation Plan

Section 6: Budget Policies – as per March budget book

Section 7: By-Laws – as per March budget book

Section 8: MFMA Circulars– as per March budget book

Motivation

The MFMA places an obligation on Council to ensure that the budget is approved within the legislated timeframes. Non-compliance with the MFMA Section 24 will result in the application of the MFMA Section 26 – Consequences of failure to approve budget before start of the budget year.

The budget has been presented to Council and was discussed and debated in detail. Public consultation processes as well as the National Treasury's Budget Benchmark are an indication that the budget has been well thought through, and is totally linked to the priorities of the municipality as per the IDP of the municipality.

Personnel Implications

Personnel implications shall be in accordance with the tabled budget, the current organisational structure as well as the implementation strategy as will be agreed upon by the Municipal Manager, and within the budget constraints.

The municipality is in the process of adopting an ideal organisational structure. It is confirmed that none of the new positions as per the provisionally adopted organisational structure have been funded in the budget and also, no provision has been made for any position that may be deemed as critical. A consultative process with Human Resources shall ensue with regards to filling any position.

Financial Implications

There are no financial implications other than as per the tabled budget. The tariff increases and impact of policy reviews are anticipated as a result of adopting this budget.

Legal Authority and Implications

MFMA Section 16 and 24

Municipal Budget and Reporting Regulations

MFMA Circulars

The Annual Budget was discussed with the Executive Mayor, the IDP, Budget and Performance Committee (extended), the Municipal Manager, the Chief Financial Officer Executive Directors, as well as the discussions of the Budget Steering Committee Meetings.

The budget was also assessed by National Treasury through the budget benchmark exercise, a report of which is attached.

Consultation

Executive Mayor – Cllr PS Mabilo

Acting Municipal Manager – Mr. B Dhluwayo

Acting Chief Financial Officer – Mr. E Baise

Contact Person

Mr. E Baise

Acting Chief Financial Officer

Contact number: 053-830-6500

The Annual Budget will be tabled by the Executive Mayor PS Mabilo

RECOMMENDATION:

1. That Council **approves** the Annual Budget for the 2019/20 MTREF as presented in terms of the following annexures highlighted herein.

2. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, Council **approves** the Annual Budget of the municipality for the financial year 2019/20; and indicative allocations for the two projected outer years 2020/21 and 2021/22, and the multi-year single year capital appropriations as set out in the Annual Budget in the following tables:

    2.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
    2.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
    2.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
    2.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.

3. That Council **approves** the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets as set out in the following tables:

    3.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
    3.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;
    3.3 Cash backed reserves and accumulated surplus reconciliation: Annexure/Section 1 – Table A8;
    3.4 Asset Management: Annexure/Section 1 – Table A9; and
    3.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.

4. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book from table SA1 to Table SA38.

5. That in terms of sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, the tariffs for the supply of water, electricity, waste removal services, sanitation services, property rates and all other tariffs as set out in Annexure 2, are **approved** by Council.

6. That Council **approves** the final Service Delivery and Budget Implementation Plan for 2019/20 as per Annexure/Section 5 of the Annual Budget

7. That in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003, the budget-related policies, including proposed amendments as set out in the Budget Annexure/Section 6 as per the tabled Budget Statement of March 2019 are **approved** for the budget year 2019/20, the effective date of these policies is 1 July 2019, and may be amended during the year.

8. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.

9. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, currently version 6.2 was adopted and is fully operational and that as m-SCOA version 6.3 has been adopted and is fully operational from 1 July 2019.

10. That Council **approves** the Procurement plans for the 2019/20 financial year.

11. That Council resolves to authorise the Chief Financial Officer to make corrections to errors on the actuals identified in the Final Annual Budget.

PART 1

ANNUAL BUDGET

3. Executive Summary

3.1.1 Introduction

The year in focus will be indeed by the most challenging in the history of the city. Whilst the next cycle of the IDP will continue, we need to take an in depth look at the resources at our disposal to try and improve on a very troubled year which was 2018/2019. Priorities should be looked at critically and those linked to income generating be placed on top of the pile.

The economic outlook is bleak with a hint of recession but we need to press ahead and not renege on our mandate of providing affordable, quality services to our people. A lot of capital work will be done during this year. The commissioning of the Riverton High lift pumps, the upgrading of the Gogga Pumpstation, the Galeshewe Stormwater projects as well as the Lerato Park water and sewer linking projects is but a few of the projects where huge sums of money has been invested.

The Thlageng Dam will be strengthened as a direct result of funding through the Neighbourhood Development Partnership Grant. This exercise will bring welcome relief to those staying close to the attenuation pond who experienced a lot of hardships in years gone by. The new construction of sink toilets in the Galeshewe area will also alleviate the need for sanitation facilities in the area.

The need to create jobs is pressing and government and business need to take hands and try to find common ground to create jobs in an unfavourable environment. The state of the economy is in such a state that as a result of a low growth rate forecast of less than 2%), it will be nigh impossible to create employment.

The climate of economic uncertainty has led to non-payment of essential services which placed a huge burden on the municipality to deliver on its mandate. It further negatively impacts on council's cash flow and the ability to remain a going concern. Innovative ideas to improve our revenue streams is of utmost importance to keep us afloat. Grant funding to the municipality has decreased placing further strain on the municipality's resources.

Tariff increases in 2018/19 was kept to minimum but is unlikely to be maintained as electricity tariffs will increase more depending on the outcome of Nersa decision on Eskom's application for a higher tariff. The tariff increases for 2019/20 will be more then 2018/19 based on preliminary assumptions. Everything will be done to keep it affordable as possible. The tariffs will be inflation aligned where possible.

Our road network (800km plus) is pivotal in attracting investors and we have in the last few years injected almost R100million in the network and hope to spent an additional R20 million on the upgrade of roads for 2019/20. However due to absence of preventative maintenance over a period of time, the road surfaces has disintegrated and much more needs to be done in order to improve our road surfaces.

Tariff increases for 2018/19 was in the main kept very low but the same scenario will not repeat itself in 2019/20 as a result of the scrapping of the basic charge which needs to be recovered. An increase is inevitable but we hope to keep it as low as possible. Electricity tariffs will obviously be determined on what the Nersa outcome is. It is assumed that the tariff increases will be above the prevailing inflation rate.

3.1.2 Political overview

With the change of guard and more political stability on the horizon, the state of the station address was delivered in an environment of hope and expectations and was received in that spirit. Change brought about some divisions and discord but evidently these will lead to a more stringent and cohesive leadership and build confidence within the nation. A spirit of a new enlightened South Africa could be felt in the air, a sort of a new renaissance.

The volatility of the rand is still a concern, coupled with the unpredictability of the oil prices as well as the commodity prices could however place a damper on business confidence. The promise that corruption will be dealt with and rooted out, will instil hope and confidence in our nation. We are eagerly awaiting the new dawn to come to the fore.

The people want to see visible leaders who are always available with a caring heart and a listening ear. They do not want to only see them electioneering and then to be discarded or forgot about until the next elections. Government is under extreme pressure to provide the impetus for the economy to grow and create jobs. The job market looked bleak for those entering it although on a slightly positive note unemployment decreased marginally from 27.5% to 27.1% for the period ending 31 December 2018.

The constant bailing out of ailing parastatals like ESKOM, South African Airways and the ongoing saga at South African Broadcasting Services does not instil much confidence and alternative means have to be looked at turn around the fortunes of those mentioned. It is a great strain on the fiscus. By the same token the ongoing investigation in the Gupta saga and other relevant institutions once again demonstrate government's commitment in stamping out corruption at its roots.

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Year on year the economy advanced 1.1 percent in the fourth quarter of 2018, after an upwardly revised 1.3 percent growth in the prior period and compared with market consensus of a 0,6 percent advance. Considering the full 2018, GDP advanced with 0.8%, well below revised projections of 1.4 percent in 2017.

The annual inflation rate in South Africa declined to 4.0 percent in January 2019 from a 4.5 percent in December 2018 and below market expectations of 4.3 percent. It is the lowest inflation rate since March 2018 and can be attributed to the falling fuel prices. Inflation rate in

South Africa averaged 9.03 percent from 1968 until 2019, reaching an all-time high of 20.70 percent in January of 1986 and a record low of 0.20 percent in January 2004.

Herewith some key announcements from the 2019 budget speech by Minister Mboweni.

- A new Illicit Economy Unit to be launched in April 2019, will fight the trade in illicit cigarettes and tobacco;
- SARS is strengthening its IT team and its IT systems and this is crucial for our tax collection efforts; and
- information sharing agreements with allies will help fight cross-border tax evasion schemes.

3.1.3 m-SCOA Implementation

The municipal standard chart of accounts or mSCOA was developed by National Treasury to standardise financial reporting and related information across all municipalities in the country. It was evident that municipalities find it difficult to align mSCOA original budget data string to the original budget adopted by municipal council. The root was identified as being a result of municipalities not planning properly, test and generate the Schedules A1 directly from the financial systems but prepare the schedules A1 manually on excel spreadsheets and then captured the table and original budgets on the system (or worse, the core system vendor does it for them) after these were tabled and adopted by council.

Furthermore, some municipalities prepared their tabled budgets in the financial system but made changes to it during community consultation and council meetings. These changes were effected to the schedule A that served before council but never made on the Financial system. Hence, the municipality started transacting against the tabled budget on the system instead of the adopted budget. In terms of the mSCOA Regulations, the budget must be approved and locked on the financial system prior to the municipality transacting against it on the financial system.

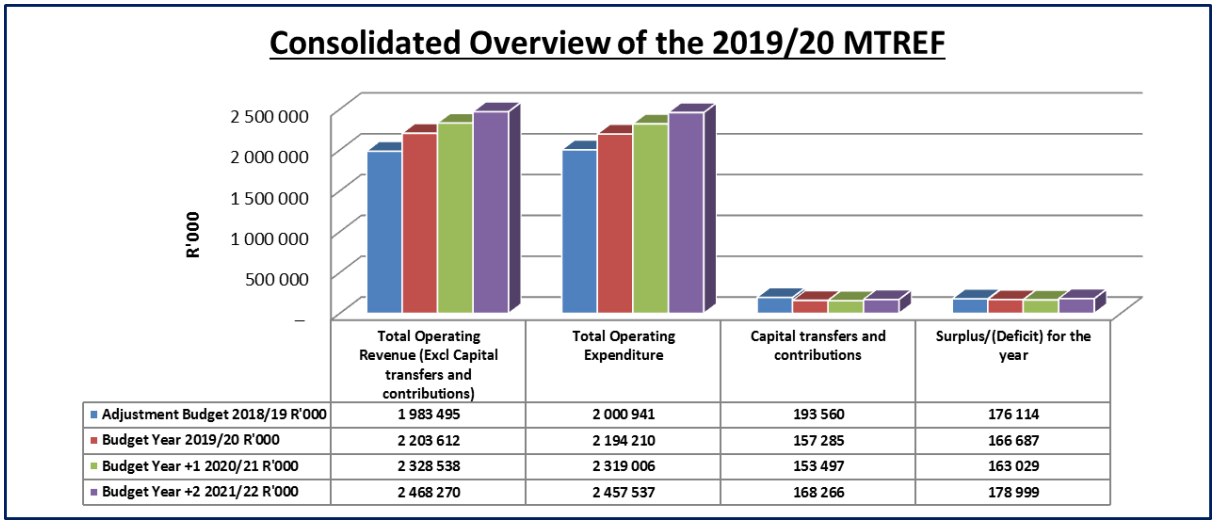
In terms of the MFMA and Municipal Budget and Reporting Regulations, errors in the Budget can only be corrected during the adjustments budget process. Municipalities should therefore ensure that their adjusted budget strings align to Schedule B adopted by the municipal council. National and provincial treasuries have undertaken a verification process on the adjusted budgets in relation to the data strings and Schedule B in advance for verification purposes to ensure that aligned documents are adopted by municipal council. The 2019/2020 MTREF was drafted with version 6.3 of mSCOA. NT MFMA Circular No 93, dated 07 December 2018, announce the implementation of mSCOA version 6.3.

3.1.4 Budget Overview

There are three budgets tabled for approval by council, the operating expenditure budget, the operating revenue budget and the capital budget.

Consolidated Overview of the 2019/20 MTREF	Adjustment Budget 2018/19	2019/20 Medium Term Revenue & Expenditure Framework			
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Total over the MTREF
	R'000	R'000	R'000	R'000	R'000
Total Operating Revenue (Excl Capital transfers and contributions)	1 983 495	2 203 612	2 328 538	2 468 270	7 000 420
Total Operating Expenditure	2 000 941	2 194 210	2 319 006	2 457 537	6 970 753
Operating Surplus	(17 447)	9 402	9 532	10 733	29 667
Capital transfers and contributions	193 560	157 285	153 497	168 266	479 048
Surplus/(Deficit) for the year	176 114	166 687	163 029	178 999	508 715
Total Capital expenditure	231 113	184 285	180 497	209 266	574 048

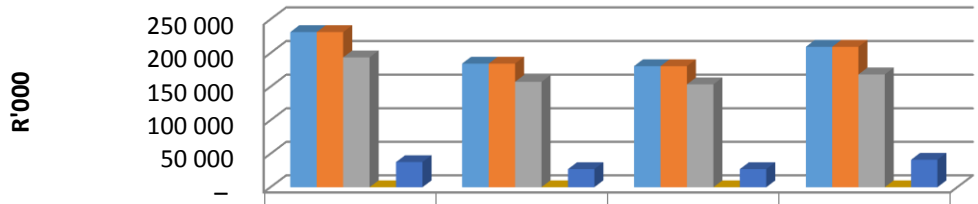
The revenue strings of the municipality remain which is customary like levying of rates and taxes, services provided like electricity, water, sanitation and cleansing as well as other services which includes renting out of facilities and other revenue sources.


Consolidated Overview of the 2019/20 MTREF
R'000
2 500 000
2 000 000
1 500 000
1 000 000
500 000
–
Total Operating Revenue (Excl Capital transfers and contributions)
Total Operating Expenditure
Capital transfers and contributions
Surplus/(Deficit) for the year
Adjustment Budget 2018/19 R'000 1 983 495 2 000 941 193 560 176 114
Budget Year 2019/20 R'000 2 203 612 2 194 210 157 285 166 687
Budget Year +1 2020/21 R'000 2 328 538 2 319 006 153 497 163 029
Budget Year +2 2021/22 R'000 2 468 270 2 457 537 168 266 178 999

Costs of bulk are borne by the municipality and the suppliers as such are the municipality prioritised creditors.

Budget Schedule A1 of the Budget indicates the total budget of the municipality. The focus at this point shall be operating revenue and expenditure as follows. The table below presents the budget overview summary:

Capex Funding: MTREF 2019/20 - 2021/22



	Adjustment Budget 2018/19	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Total Capital expenditure	231 113	184 285	180 497	209 266
Funding Sources	231 113	184 285	180 497	209 266
Transfer recognised - Capital	193 560	157 285	153 497	168 266
Borrowing	–	–	–	–
Internally generated funds	37 552	27 000	27 000	41 000

There is no significant increase in overall revenue as the totals are increasing from R1, 983 495 billion (adjusted budget 2018/19) to R2, 203 612 billion (2019/2020), thus a 11.10% year on year increase.

The expenditure is estimated at R2, 194 210 billion in 2019/2020. After having considered all the factors, the budget for 2019/2020 MTREF shall generate surpluses, though very limited in amounts. However, the budget remains funded for the duration of the MTREF.

Capital grants and subsidies recognised are all conditional grants gazetted as per the Division of Revenue Act 2019.

4. Operating Expenditure Framework

The total operating expenditure budget amounts to R2 194 210 000.00 for 2019/2020 financial year. The operating expenditure budget is presented by type, by vote and by GFS classification as per Schedule A, attached as an annexure to this report, See Table A1, A2, A3 and A4. The major operational expenditure budget allocations include:

Employee related costs equates to 35.13% of the total operating budget. This amounts to R770 966 000.00. The 2019/2020 cost of living increase as per SALGBC wage agreement of 7% was used when calculating the total employee costs. This provision includes additional allowances and benefits as per council procedures in this regard. These include the upper limit gazette for remuneration of councillors, municipal managers and managers reporting directly to the Municipal Manager.

Bulk purchases of water and electricity with the total budget of R808 725 000.00. The estimates were based on the current demand and the projected growth in demand, and have taken into account the guidelines for price increases as informed by NERSA and Department of Water and Sanitation. Costs of bulk are 36.86% of operating expenditure budget.

Finance charges consist of repayment of interest on long term borrowing (cost of capital). The amount budgeted for 2019/2020 is R24 661 000, equivalent to 1,21% of the total operating expenditure budget.

Contracted services allocation is R51 605 000.00 which includes repairs and maintenance provisions and budgetary alignments as per mSCOA classification. This budget includes additional enhancements which were allocated to various directorates during the budget interactions internally.

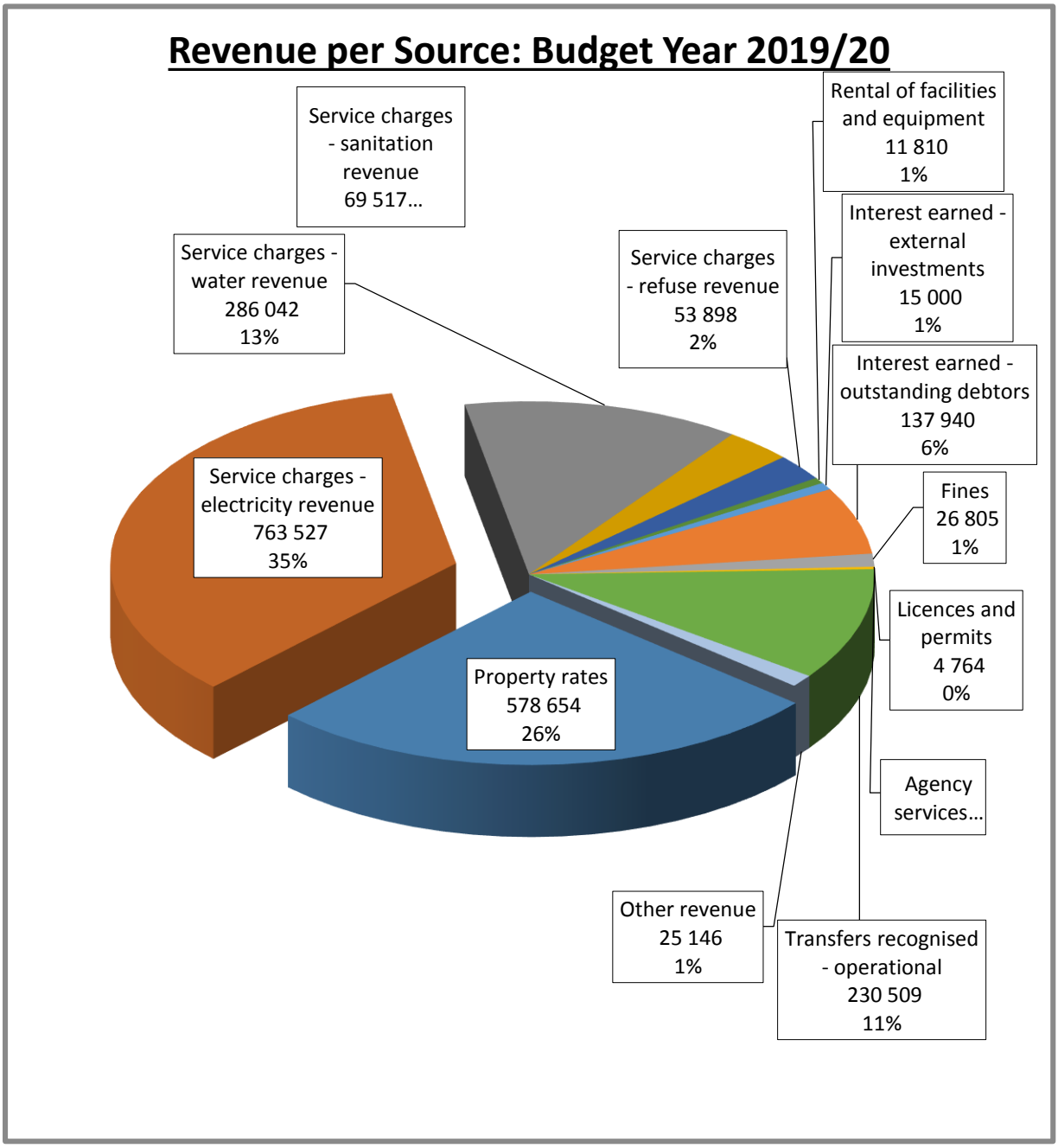
5. Operating Revenue Framework

The municipality generates revenue from exchange and non-exchange transactions. Exchange transactions are instances where there is a transaction concluded at arms- length based on measured consumption as well as a result of existing service agreements. Revenue from non-exchange transactions is revenue derived from taxes as well as grants and subsidies received. Revenue from exchange and non-exchange transactions are an indicator of the source of that revenue.

Revenue generated from operations is utilised to effectively run the institution, cover the costs of operation and maintenance of infrastructure, servicing of municipal debt acquired as long term borrowings and the costs of bulk water and electricity.

During this budget process, all tariffs had been revised to ensure that they are relevant and easy to implement. The municipality had a tariff for dog-licensing which was recovered through the normal billing and settling of accounts. This revenue was used to make a grant to the SPCA who is running a domestic animal pound. Due to complexities in implementing the tariff, this section has now been deleted.

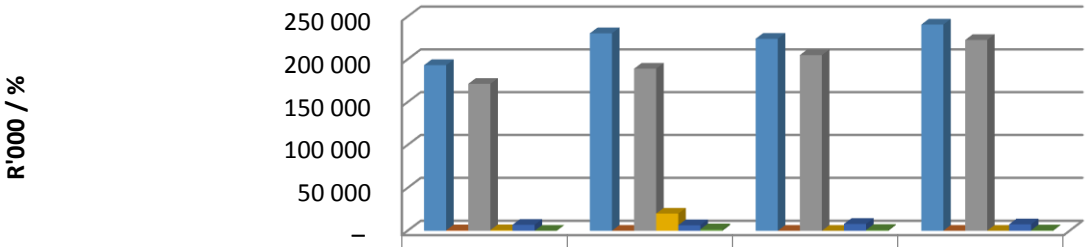
The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial years 2019/2020, 2020/2021 and 2021/2022.


Revenue per Source: Budget Year 2019/20
Service charges - sanitation revenue 69 517…
Rental of facilities and equipment 11 810 1%
Service charges - water revenue 286 042 13%
Interest earned - external investments 15 000 1%
Service charges - refuse revenue 53 898 2%
Interest earned - outstanding debtors 137 940 6%
Service charges - electricity revenue 763 527 35%
Fines 26 805 1%
Licences and permits 4 764 0%
Property rates 578 654 26%
Agency services…
Other revenue 25 146 1%
Transfers recognised - operational 230 509 11%

It should be noted that the municipality has maintained a consistent contribution ratio for each source, thus a reflection of a very structured process of tariff determination and price increases.

Grants and subsidies made comprises of equitable share in the amount of R189, 151 million for 2019/2020, R205, 041 million for 2020/2021 and R222, 702 million for 2021/2022. Other minor grants and subsidies received are as follows:

Year-on-Year Increase/ (Decrease) on National Grants MTREF 2019/20



	1	2	3	4
Total operational grants	193 279	230 509	224 026	240 687
Expanded Public Works Programme	515	–	–	–
Equitable Share	171 424	189 151	205 041	222 702
COGHSTA	750	20 000	–	–
Infrastructure Skills Development Grant [Schedule 5B]	6 941	6 500	8 000	7 500
Municipal Systems Improvement Grant [Schedule 5B]	–	1 750	1 000	500

6. Capital Expenditure Framework

The capital budget for 2019/2020 is R184 285 000 funded as per the table below. Capital grants and donations make up 85% of the total funding sources, and own funds contribute 15%.

NC091 Sol Plaatje - Table A1 Budget Summary

Description	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure & funds sources							
Capital expenditure	333 241	231 113	231 113	98 225	184 285	180 497	209 266
Transfers recognised - capital	296 795	193 560	193 560	83 849	157 285	153 497	168 266
Borrowing	–	–	–	–	–	–	–
Internally generated funds	36 446	37 552	37 552	14 375	27 000	27 000	41 000
Total sources of capital funds	333 241	231 113	231 113	98 225	184 285	180 497	209 266

The MIG will be replaced by the IUDG for the 2019/2020 MTREF in pilot municipalities identified by National Treasury. Sol Plaatje Municipality has been identified as a recipient of this grant. It is foreseen that in future all grants will all be incorporated in the IUDG.

7. Operating Revenue

The municipality generates income from various sources such as exchange and non-exchange transactions. Revenue from exchange transactions is generated mainly from trading services. The municipality has adopted a consolidated billing system for both exchange and

non-exchange transactions for municipal services. Billing therefore is done systematically based on fixed monthly tariffs for services as well as consumption based billing for metered services.

7.1 Revenue by Source

Table A4 of the Budget Schedules indicates revenue by source. The table has been extended below to indicate year on year growth of revenue by source as well as % contribution to the total revenue of the municipality.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source								
Property rates	2	541 312	541 312	541 312	415 258	578 654	625 994	674 739
Service charges - electricity revenue	2	727 992	617 992	617 992	403 999	763 527	820 800	863 653
Service charges - water revenue	2	268 108	268 108	268 108	184 670	286 042	302 997	324 944
Service charges - sanitation revenue	2	63 813	68 813	68 813	46 921	69 517	73 766	78 731
Service charges - refuse revenue	2	47 595	60 395	60 395	43 147	53 898	57 317	60 690
Rental of facilities and equipment		11 257	11 257	11 257	7 494	11 810	12 307	12 983
Interest earned - external investments		20 000	15 000	15 000	2 769	15 000	21 000	22 000
Interest earned - outstanding debtors		130 490	141 490	141 490	93 391	137 940	130 262	126 478
Dividends received		–	–	–	–	–	–	–
Fines, penalties and forfeits		25 735	25 735	25 735	3 243	26 805	28 413	29 976
Licences and permits		3 450	3 450	3 450	8 571	4 764	5 002	5 277
Agency services		–	–	–	–	–	–	–
Transfers and subsidies		188 874	194 729	194 729	174 080	230 509	224 026	240 687
Other revenue	2	25 213	25 213	25 213	18 430	25 146	26 654	28 110
Gains on disposal of PPE		–	10 000	10 000	579	–	–	–
Total Revenue (excluding capital transfers and contributions)		**2 053 839**	**1 983 495**	**1 983 495**	**1 402 554**	**2 203 612**	**2 328 538**	**2 468 270**
Expenditure By Type								
Employee related costs	2	716 652	698 652	698 652	435 142	770 966	818 205	864 258
Remuneration of councillors		29 335	29 685	29 685	17 901	31 753	33 817	35 846
Debt impairment	3	227 000	207 000	207 000	207 000	226 000	240 800	259 984
Depreciation & asset impairment	2	69 250	69 250	69 250	–	71 600	76 724	81 747
Finance charges		25 799	26 299	26 299	13 138	24 661	23 543	22 343
Bulk purchases	2	552 500	566 500	566 500	362 071	617 500	669 370	709 325
Other materials	8	170 612	172 946	172 946	104 520	191 225	178 868	195 314
Contracted services		50 901	43 711	43 711	27 465	51 605	54 694	57 697
Transfers and subsidies		9 670	6 970	6 970	3 342	7 670	7 710	7 749
Other expenditure	4, 5	195 138	179 929	179 929	119 587	201 231	215 276	223 274
Loss on disposal of PPE		–	–	–	–	–	–	–
Total Expenditure		**2 046 856**	**2 000 941**	**2 000 941**	**1 290 166**	**2 194 210**	**2 319 006**	**2 457 537**
Surplus/(Deficit)		**6 983**	**(17 447)**	**(17 447)**	**112 388**	**9 402**	**9 532**	**10 733**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		285 063	193 560	193 560	3 900	157 285	153 497	168 266
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**292 046**	**176 114**	**176 114**	**116 288**	**166 687**	**163 029**	**178 999**
Taxation								
Surplus/(Deficit) after taxation		**292 046**	**176 114**	**176 114**	**116 288**	**166 687**	**163 029**	**178 999**
Attributable to minorities								
Surplus/(Deficit) attributable to municipality		**292 046**	**176 114**	**176 114**	**116 288**	**166 687**	**163 029**	**178 999**
Share of surplus/ (deficit) of associate	7							
Surplus/(Deficit) for the year		**292 046**	**176 114**	**176 114**	**116 288**	**166 687**	**163 029**	**178 999**

7.1.1 Property Rates Revenue

The Municipal Property Rates Act 6 of 2004 as amended gives guidance on the categorisation of various properties. Residential properties serve as a baseline for the determination of tariff for other property categories.

The total estimated revenue from property rates is as per the table below:

NC091 Sol Plaatje - Table A1 Budget Summary							
Description	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance							
Property rates	541 312	541 312	541 312	415 258	578 654	625 994	674 739

The above stated revenue shall be generated from property categories as indicated in the table above.

7.1.2 Service Charges Revenue

Revenue from service charges includes revenue generated from sale of water and electricity as well as monthly charges for refuse collection fees and sanitation. Revenue from sale of electricity includes prepaid sales as well as sale of electricity in the form of subsidised FBE.

The municipality has implemented Time of Use electricity tariff for large power users and has fully adopted the demand periods as determined by Eskom, as per the figure below, whilst for residential customers, Inclined Block Tariff has been adopted. In this case, two block structured tariff is implemented as follows:

Electricity Tariffs	2018/19	2019/20		2020/21		2021/22		Increase over MTREF (c/kwh)
	R-Value (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	
Block 1 (0-50 Kwh) (Conventional & prepaid; 2019/20, Summer: 0-350 Kwh)	1.0500	58.72%	0.6166	7.28%	0.1213	7.08%	0.1266	0.8645
Block 2 (51-350Kwh) (Conventional & prepaid; 2019/20, Summer: > 350 Kwh)	1.3500	72.27%	0.9756	7.28%	0.1693	7.08%	0.1766	1.3215
Block 3 (351-600Kwh) (Block 1: Conventional & prepaid; 2019/20, Winter: 0-350 Kwh)	1.9000	-100.00%	-1.9000	0.00%	-	0.00%	-	-1.9000
Block 4 (> 600 Kwh) (Block 2: Conventional & prepaid; 2019/20, Winter: > 350 Kwh)	2.2400	-100.00%	-2.2400	0.00%	-	0.00%	-	-2.2400

- Demand and network charges
- Access charges
- Energy costs

The municipality estimates that small household monthly consumption of electricity is 300 kWh or units, medium households are 600 kWh and for large households is +600 kWh.

	2018/19	2019/20	2020/21	2021/22
INDUSTRIAL AND BUSINESSES				
Basic charge per month				
<75 KVA	1 150.00	1 840.00	1 978.00	2 080.86
>75<100 KVA	2 300.00	3 047.50	3 276.06	3 446.42
>100	3 910.00	4 232.00	4 549.40	4 785.97
Network Demand Charge R/kVA	153.31	170.79	183.60	193.14
Network Access Charge R/kVA	51.97	57.89	62.24	65.47
Energy Charges R/Kwh				
Low Demand Season: (September - May) Summer				
Peak				
<75 KVA	1.7457	1.9375	2.0828	2.1911
>75<100 KVA	1.7457	1.9549	2.1015	2.2108
>100	1.7457	1.9811	2.1297	2.2404
Standard				
<75 KVA	1.2632	1.3642	1.4665	1.5428
>75<100 KVA	1.2632	1.3705	1.4733	1.5499
>100	1.2632	1.4147	1.5208	1.5999
Off-peak				
<75 KVA	1.0463	1.2880	1.3846	1.4566
>75<100 KVA	1.0463	1.4375	1.5453	1.6257
>100	1.0463	1.5525	1.6689	1.7557
High Demand Season: (June - August) Winter				
Peak				
<75 KVA	4.6308	4.8624	5.2270	5.4988
>75<100 KVA	4.6308	4.9087	5.2768	5.5512
>100	4.6308	5.0476	5.4262	5.7083
Standard				
<75 KVA	1.5847	1.7115	1.8398	1.9355
>75<100 KVA	1.5847	1.7210	1.8501	1.9463
>100	1.5847	1.7749	1.9080	2.0072
Off-peak				
<75 KVA	1.0860	1.4168	1.5231	1.6023
>75<100 KVA	1.0860	1.6100	1.7308	1.8207
>100	1.0860	1.7388	1.8692	1.9664

7.1.3 Income from Agency Services

The municipality used to act as an agent for the Provincial Transport department with regard to the collecting of licence fees and whereby a predetermined commission fee is paid over to the municipality. However, as from the third quarter of April 2019, this function has been taken over by the South African Post Office.

7.1.4 Income from rental of property

The municipal rents properties such as municipal halls, sports grounds and resorts for various groups of people and for various purposes such as meetings, workshops, church services, funerals, sporting events, festivals and family gatherings. The charges as per the tariff book

include costs of hiring, water and electricity usage, as well as the usage fee. As part of the agreement, a deposit fee is required and is only released after inspection once it has been determined that no breakages, damages of losses had been suffered by the municipality.

The municipality also rents out property held as municipal rental stock. The National Human Settlements Department issued an Enhanced Extended Discount Benefit Scheme (EEDBS) which was formulated to support decisions regarding the transfer of pre-1994 housing stock. However, the implementation of the EEDBS was held in abeyance, and these discussions will have to be resumed and pave way forward.

The Provincial Department of COGHSTA, as part of the Lerato Park Integrated Human Settlements Project is constructing Community Residential Units with the intent to enter into lease agreements with the tenants. There is also a clear intent from the Department to transfer these assets to the municipality for management and rental, operations and maintenance. Discussions are still in progress in this regard. The transfer of these assets will add to the rental stock held by the municipality. The municipality invited interested bidders for the management of the CRU's which was withdrawn due to changes in the National Housing Code on Social and Rental Intervention. This requires the review of the specification and the alignment of such with the new framework.

The tariff book includes monthly rentals per flat for all municipal block of flats. It should be noted that collection rate at most of the flats is extremely low as a result of tenants being indigent and depending on state grants for survival. As part of the tariff review during the 2019 Budget Process, this matter will be looked at serious and the discussions will revive the debate around the implementation of EEDBS.

7.1.5 Bulk Infrastructure Contribution Policy Implementation

Recent developments in the city had unveiled a vacuum created by the absence of a clear cut Bulk Infrastructure Contributions Policy. This results in uncertainty experienced by investors when considering the costs of putting down the required infrastructure to support the development.

The municipality plans its bulk infrastructure upgrade as per the development agenda expressed in the Integrated Development Plan. As such, any development outside this plan would require cooperation between the municipality and the developer through a negotiation process. The Bulk Infrastructure Contribution Policy shall serve as a guideline for such negotiations. This will create consistency in determining the required contribution as per the planned development.

The municipal programme in terms of the IDP is to develop and install infrastructure for basic human needs and not necessarily for private development. The constitutional obligation refers to ensuring access to basic services. As such, the BIC pays towards the increase impact on municipal services such as roads, water, storm water and sewerage which have already been

provided or must be provided for by the municipality. It is allowed that a developer connects to the external bulk services provided that there is sufficient capacity as will be advised during the approval of the intended development plan procedures.

The following instances shall trigger the contributions tariffs:

i) Any rezoning that will have an impact on bulk services such as rezoning's from residential to business/industrial, from agriculture to commercial and from commercial to residential
ii) Increase in land use which requires additional bulk
iii) Subsidised housing which receives 100% discount on BIC
iv) Social Housing (Gap Market) which is aimed at ensuring access to housing for low income (between R3 500 to R15 000) earning group, which is cost based

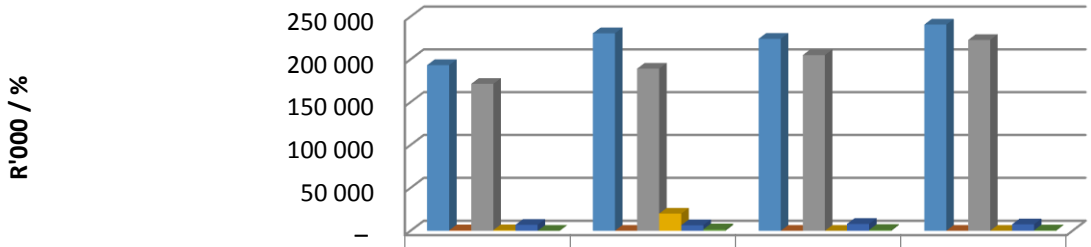
7.1.6 Grants and Subsidies – Unconditional

The municipality receives Equitable Share (EQS) from National Fiscus gazetted in the DoRA. The EQS is utilised to recover the cost of Free Basic Services (FBS) as well as provision of funding for roads upgrade in informal settlements. On an adhoc basis, EQS also funds the costs of clearing sites for low cost housing development projects as well as relocation costs of informal settlements to formalised areas.

The municipality is also participating in skills development programmes of National Treasury in the Finance, Audit and Engineering fields. The Finance Management Grant is utilised to fund the costs to company of all interns including costs of training and tools of trade. The Infrastructure Skills Development Grant is used for the stipend and associated training costs for interns in Town Planning and Engineering Services.

The two programmes had been vital for the organisation as they created a pool of capable young professionals who had gained experience and knowledge of business and policies during the training. This reduces costs associated with employing a new person in some of these positions. The table below represents the unconditional grants gazetted to the municipality for the 2019/2020 MTREF.

Year-on-Year Increase/ (Decrease) on National Grants MTREF 2019/20



	1	2	3	4
Total operational grants	193 279	230 509	224 026	240 687
Expanded Public Works Programme	515	–	–	–
Equitable Share	171 424	189 151	205 041	222 702
COGHSTA	750	20 000	–	–
Infrastructure Skills Development Grant [Schedule 5B]	6 941	6 500	8 000	7 500
Municipal Systems Improvement Grant [Schedule 5B]	–	1 750	1 000	500

7.1.7 Cost of Free Basic Services and the Social Package

The principle of free basic service for indigent households has since been reviewed and now includes informal settlement areas where communal services are provided rather than standpipes for water as an example. The expansion of the principle has been necessitated by various circumstances including court judgements on invaded land parcels where such dwellers are allowed to occupy until land earmarked for housing development is made available. The situation was exacerbated by the Human Rights Commission which requires that people must be provided with water and sanitation notwithstanding the circumstances that led to the occupation of land. Service provided in these areas are regarded as part of FBS and the cost of providing is included in the budget and is funded from equitable share.

As per the Indigent Households Policy, the municipality provides free basic services (FBS) to the qualifying households. The cost of FBS is regarded as income forgone and is deducted from the income of the relevant service.

Various grants and rebates are allocated to service customers based on their socio-economic circumstances and these are conditional. The total cost of FBS budgeted for 2019/2020, 2020/2021 and 2021/2022 is indicated in the table below. The funding is provided from the EQS allocation per annum. Though not regarded as grant to indigent households, due to the reducing allocation of EPWP Incentive Grant, the municipality contributes R6 million per annum from EQS for Job Creation Project. 10 Persons per ward in all 33 wards are hired annually and provided with tools and equipment for projects as will be identified with the collaboration of Environmental Health Services and Political Offices Heads.

The municipality is further considering introducing special concessions to indigents in respect of cemetery fees. However, this matter has not been finalised as yet. On special merits, a free

grave is provided as will be recommended by the Ward Councillor and approved by the office of the Executive Mayor for budgetary control purposes.

Further detail relating to FBS are contained in Table A10 of the Budget Statement.

Operating revenue budget amounts to R2 203 107 612.00 for 2019/2020 financial year. Major revenue sources include the following:

Property rates amounts to R578 654 000.00 and is mainly influenced by the General Valuation (GV) 2019 outcome. The focus was to drive the completion of all objections and appeals in an effort to stabilise the property rates income stream. In addition, the implementation of the real time/expediting rates billing in terms of the amendment MPRA improved the Rates Revenue considerably. The Rates growth parameter is attributed to a revenue quantum increase of 6% and a growth of 0.5% for 2019/2020.

Service charges – electricity revenue of R763 527 000 is projected and is based on the assumptions related to inflation as projected for 2019/2020 being 11.40% whilst water revenue is R286 042 000.00 (increase of 6.00%) and Sanitation Revenue in the amount of R69 517 000.00 (an increase of 6.50%), whilst refuse removal revenue of R53 898 000.00 has been projected. Refuse tariff increase amount to 7.50%. Transfers recognised amounts to R230 509 000.

7.1.7 Service tariffs and rates

The proposed tariff increases in the table below are averages for services. Indigent households receive the first 6kl of water for free, which is sold at a tariff applicable to the block for water sales of 1-6kl per month, whilst they also receive 50 units of electricity per month. Service charges for refuse removal and sanitation are fully subsidised for all indigent households.

The municipality provides various services and at different levels mostly influenced by existing infrastructure and availability, customer affordability as well as if the service is provided as free, basic or as permanent level of service.

Property rates revenue is determined after the calculation of price for all other services, to ensure that all activities and functions of the municipality are fully funded, and avoid excessive income generated or billed.

The municipality shall be introducing Bulk Infrastructure Contribution Policy, the Water Restriction Policy as well as the acceptable tariff structure for excess energy generated by Small Scale Embedded Generation (SSEG) and Photo Voltaic Installations. The Department of CoGTA issued guidelines for the rates ratio of various property categories and this is adhering to.

Whereas tariffs for trading services must be all inclusive of direct and indirect cost, and as such must be cost reflective, the municipality follows the guidelines for tariff increases as

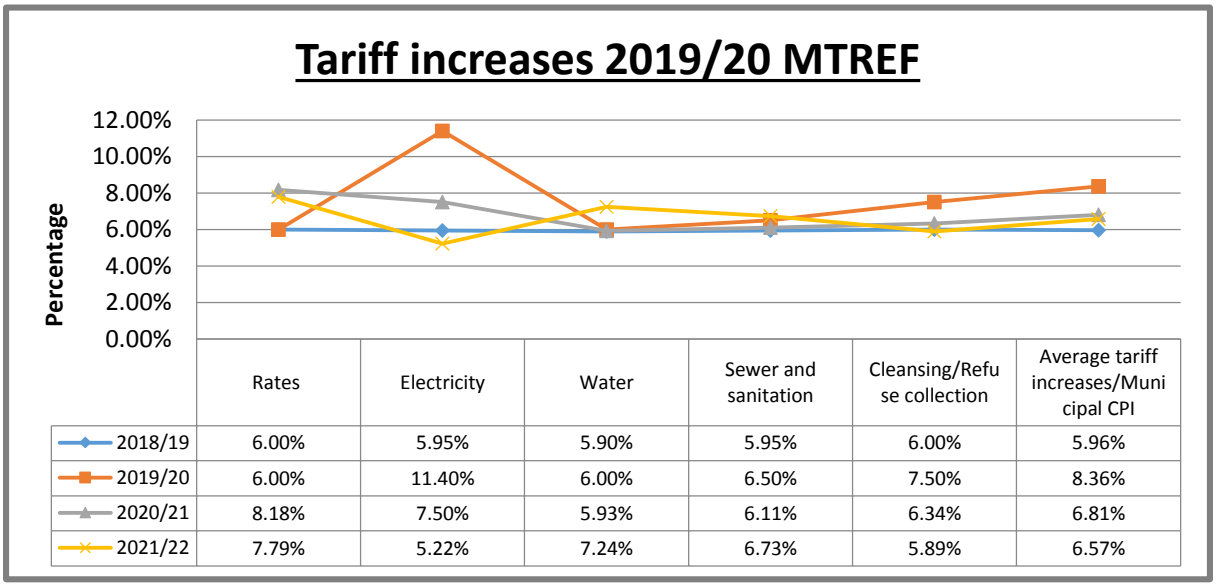
issued by the Energy Regulator. A consultation paper has been issued in this regard and inputs shall be made. In as far as bulk water, an increase within the inflation range is considered to make sure than the increase does not negatively impact on the affordability levels of the citizenry.

Tariffs	2018/19	2019/20	2020/21	2021/22
Rates	6.00%	6.00%	8.18%	7.79%
Electricity	5.95%	11.40%	7.50%	5.22%
Water	5.90%	6.00%	5.93%	7.24%
Sewer and sanitation	5.95%	6.50%	6.11%	6.73%
Cleansing/Refuse collection	6.00%	7.50%	6.34%	5.89%
Average tariff increases/Municipal CPI	**5.96%**	**8.36%**	**6.81%**	**6.57%**

The approved GV 2015 is valid for a four-year period, and the next date of a new GV is 1 July 2019. The GV includes all property situated within the geographical boundaries of the municipality in terms of the Municipal Property Rates Act as amended. Accordingly, rates levied per individual property will depend on that property value compared with the valuation of all other rateable properties in the municipal area.

Revenue By Source	2019/20 Tariff Increase	% Growth Original 2019/20	% Growth Adjusted 2018/19	2020/21 Tariff Increase	% Growth	2021/22 Tariff Increase	% Growth
Property rates	6.00%	6.90%	6.90%	8.18%	15.64%	7.79%	7.79%
Service charges - electricity revenue	11.40%	4.88%	23.55%	7.50%	32.82%	5.22%	5.22%
Service charges - water revenue	6.00%	6.69%	6.69%	5.93%	13.01%	7.24%	7.24%
Service charges - sanitation revenue	6.50%	8.94%	1.02%	6.11%	7.20%	6.73%	6.73%
Service charges - refuse revenue	7.50%	13.24%	-10.76%	6.34%	-5.10%	5.89%	5.89%

Rebates and concessions are granted to certain categories of property usage and or property owner profile. The definitions of listing categories are reflected in the Rates Policy and are attached as Annexure 6 of the Executive Summary.



	Rates	Electricity	Water	Sewer and sanitation	Cleansing/Refuse collection	Average tariff increases/Municipal CPI
2018/19	6.00%	5.95%	5.90%	5.95%	6.00%	5.96%
2019/20	6.00%	11.40%	6.00%	6.50%	7.50%	8.36%
2020/21	8.18%	7.50%	5.93%	6.11%	6.34%	6.81%
2021/22	7.79%	5.22%	7.24%	6.73%	5.89%	6.57%

All other service charges increases are informed by the operational costs of providing the service and the projected demand for services. It is safe to say that for electricity, the NERSA guidelines issued on the 9th of May 2018 informed the tariff increases for 2019/2020 and the two outer years. The municipality has noted the minimum percentage increase of 6,84% increase on average for local authorities. CPI for 2019/2020 is projected at 5,3% as per Circular 91 issued by National Treasury.

8. Operating Revenue Budget

The municipality's revenue is determined by tariff packages which are not only considered affordable to the ratepayers and users, but are deemed to be fair, equitable and realistic, and this is assessed in the context of having acknowledged those who cannot afford or have means to pay, the indigent households.

The operating revenue framework is informed by the following:

- National Treasury guidelines on macro-economic policy
- Projected growth and growth in demand for services
- Realistic projections of revenue and collection thereof, as well as strategies for debtor's management
- Electricity tariff increases as informed by NERSA guidelines
- Determination of tariffs for trading services in a cost reflective and a cost recovery manner
- The municipality's property rates policy as approved by Council

The following table is a summary of 2019/2020 MTREF classified by revenue source.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source								
Property rates	2	541 312	541 312	541 312	415 258	578 654	625 994	674 739
Service charges - electricity revenue	2	727 992	617 992	617 992	403 999	763 527	820 800	863 653
Service charges - water revenue	2	268 108	268 108	268 108	184 670	286 042	302 997	324 944
Service charges - sanitation revenue	2	63 813	68 813	68 813	46 921	69 517	73 766	78 731
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Rental of facilities and equipment		11 257	11 257	11 257	7 494	11 810	12 307	12 983
Interest earned - external investments		20 000	15 000	15 000	2 769	15 000	21 000	22 000
Interest earned - outstanding debtors		130 490	141 490	141 490	93 391	137 940	130 262	126 478
Dividends received		–	–	–	–	–	–	–
Fines, penalties and forfeits		25 735	25 735	25 735	3 243	26 805	28 413	29 976
Licences and permits		3 450	3 450	3 450	8 571	4 764	5 002	5 277
Agency services		–	–	–	–	–	–	–
Transfers and subsidies		188 874	194 729	194 729	174 080	230 509	224 026	240 687
Other revenue	2	25 213	25 213	25 213	18 430	25 146	26 654	28 110
Gains on disposal of PPE		–	10 000	10 000	579	–	–	–
Total Revenue (excluding capital transfers and contributions)		**2 053 839**	**1 983 495**	**1 983 495**	**1 402 554**	**2 203 612**	**2 328 538**	**2 468 270**

The following table indicates revenue as a percentage of total revenue budget for the MTREF.

In line with the formats as prescribed in terms of the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from operating statement, as inclusion of these revenues will distort the calculation of operating surplus or deficit.

Rates and service charges make up almost 80% of the municipality's total revenue. Property rates is the second largest revenue source after electricity totalling 26% of the total revenue or R578 654 000.00 for 2019/2020.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description (R thousand)	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework					
Revenue By Source	Adjusted Budget	Weighting %	Budget Year 2019/20	Weighting %	Budget Year +1 2020/21	Weighting %	Budget Year +2 2021/22	Weighting %
Property rates	511 595	27%	578 654	26%	625 994	27%	674 739	27%
Service charges - electricity revenue	671 106	36%	763 527	35%	820 800	35%	863 653	35%
Service charges - water revenue	254 046	13%	286 042	13%	302 997	13%	324 944	13%
Service charges - sanitation revenue	60 582	3%	69 517	3%	73 766	3%	78 731	3%
Service charges - refuse revenue	44 309	2%	53 898	2%	57 317	2%	60 690	2%
Rental of facilities and equipment	11 115	1%	11 810	1%	12 307	1%	12 983	1%
Interest earned - external investments	20 000	1%	15 000	1%	21 000	1%	22 000	1%
Interest earned - outstanding debtors	97 629	5%	137 940	6%	130 262	6%	126 478	5%
Fines	15 430	1%	26 805	1%	28 413	1%	29 976	1%
Licences and permits	2 905	0%	4 764	0%	5 002	0%	5 277	0%
Agency services	4 000	0%	–	0%	–	0%	–	0%
Transfers recognised - operational	175 342	9%	230 509	10%	224 026	10%	240 687	10%
Other revenue	22 055	1%	25 146	1%	26 654	1%	28 110	1%
Gains on disposal of PPE								
Total Revenue (excluding capital transfers and contributions)	**1 890 115**	**100%**	**2 203 612**	**100%**	**2 328 538**	**100%**	**2 468 270**	**100%**

Operating transfers and subsidies amount to R230 509 000.00 and increases to R224 026 000 by 2020/21 financial year. This is a normal increase of equitable share annually.

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts							
Description	Ref	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:	1, 2						
Operating Transfers and Grants							
National Government:		180 061	183 202	183 202	202 709	215 741	232 402
Local Government Equitable Share							
Equitable Share		171 424	171 424	171 424	189 151	205 041	222 702
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		3 137	3 137	3 137	3 608	–	–
Infrastructure Skills Development Grant [Schedule 5B]		3 800	6 941	6 941	6 500	8 000	7 500
Local Government Financial Management Grant [Schedule 5B]		1 700	1 700	1 700	1 700	1 700	1 700
Municipal Disaster Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		–	–	–	1 750	1 000	500
Neighbourhood Development Partnership Grant		–	–	–	–	–	–
Provincial Disaster Recovery Grant [Schedule 5B]		–	–	–	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–
Provincial Government:		8 813	10 078	10 078	27 800	8 285	8 285
Capacity Building		–	–	–	–	–	–
Expanded Public Works Programme		–	515	515	–	–	–
Health		–	750	750	–	–	–
Libraries; Archives and Museums		8 813	8 813	8 813	–	–	–
Specify (Add grant description)		–	–	–	27 800	8 285	8 285
District Municipality:		–	1 450	1 450	–	–	–
14/15: AWARENESS PROGRAMMES		–	–	–	–	–	–
Finance and Admin		–	1 450	1 450	–	–	–
IT Related Projects		–	–	–	–	–	–
Public Safety		–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–
MIG ops							
Other grant providers:							
Total Operating Transfers and Grants	5	188 874	194 729	194 729	230 509	224 026	240 687

8.1.1 Property tax

The property rates are to be levied in accordance with existing Council policies, the Local Government Municipal Property Rates Act 2004 (MPRA), the MPRA Amendment Act 2014 (MPRAA), the MPRA Regulations and the Local Government Municipal Finance Management Act 2003. The Rates Policy was compiled taking into account feedback received from the Finance Portfolio Committee, Councillors, ratepayers and clients since the adoption of the 2016/17 Property Rates Policy in May 2016. In addition, it was informed by the Public Participation Process conducted during April 2017.

The Total Municipal Account (TMA) was modelled to assess the impact of all the billed Council charges on households spread over all valuation brackets to assess the affordability of the package of tariff increases. Property rates are based on values indicated in the General Valuation Roll 2019 (GV) with the date of valuation being 1 July 2019. The Roll is being updated for properties affected by land sub-divisions, alterations to buildings, demolitions and improvements through Supplementary Valuations.

Accordingly, the rates levied per individual property will depend on that property's value compared with the valuation of all the rateable properties in the municipal area. Rebates and concessions are granted to certain categories of property usage and/or property owner. The definitions and listing of categories are reflected in the Rates Policy attached. The proposed cent in the rand tariff for various property categories are as per table SA13a below.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Property rates *(rate in the Rand)*	1								
Residential properties		Residential	0.0093	0.0097	0.0102	0.0108	0.0098	0.0107	0.0110
Farm properties - used		Agricultural farms	0.0019	0.0024	0.0026	0.0027	0.0024	0.0027	0.0028
Farm properties - not used		Agricultural business	0.0023	0.0024	0.0026	0.0027	0.0024	0.0027	0.0028
Industrial properties		Industrial	0.0326	0.0310	0.0327	0.0347	0.0312	0.0343	0.0353
Business and commercial properties		Business/Residentail	0.0275	0.0286	0.0303	0.0321	0.0293	0.0333	0.0342
State-owned properties		State/Public schools	0.0689	0.0678	0.0715	0.0758	0.0585	0.0537	0.0497
Exemptions, reductions and rebates *(Rands)*									
Residential properties									
R15 000 threshhold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
Water tariffs									
Domestic									
Water usage - life line tariff		Residential (0-6kl)	5.07	5.00	5.56	5.94	6.30	6.67	7.15
Water usage - Block 1 (c/kl)		Residential (7-20kl)	21.55	22.00	23.65	25.25	26.77	28.36	30.41
Water usage - Block 2 (c/kl)		Residential (21-40kl)	24.26	25.00	26.61	28.43	30.13	31.92	34.23
Water usage - Block 3 (c/kl)		Residential (41-60kl)	25.65	27.00	28.14	30.06	31.87	33.75	36.20
Water usage - Block 4 (c/kl)		Residential (more than 60kl)	27.41	29.00	30.07	32.12	34.05	36.07	38.68
Waste water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*		Basic charge	132.31	138.00	145.17	155.15	165.24	175.34	187.14
Electricity tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*			-	-	-	260.00	-	-	-
Meter - IBT Block 1 (c/kwh)		Block 1 (0-50Kwh)	1.34	1.00	1.45	1.05	1.67	1.79	1.91
Meter - IBT Block 2 (c/kwh)		Block 2 (51-350Kwh)	1.83	2.00	1.99	1.35	2.33	2.49	2.67
Meter - IBT Block 3 (c/kwh)		Block 3 (351-600Kwh)	1.98	2.00	2.16	1.90	-	-	-
Meter - IBT Block 4 (c/kwh)		Block 4 (> 600Kwh)	2.10	2.00	2.29	2.24	-	-	-
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		Block 1 (0-50Kwh)	1.34	1.00	1.45	1.05	1.67	1.79	1.91
Prepaid - IBT Block 2 (c/kwh)		Block 2 (51-350Kwh)	1.83	2.00	1.99	1.35	2.33	2.49	2.67
Prepaid - IBT Block 3 (c/kwh)		Block 3 (351-600Kwh)	1.98	2.00	2.16	1.90	-	-	-
Prepaid - IBT Block 4 (c/kwh)		Block 4 (>600Kwh)	2.10	2.00	2.29	2.24	-	-	-
Waste management tariffs									
Domestic									
Basic charge/fixed fee		Basic charge	94.40	98.00	103.58	110.76	117.96	125.16	133.59

8.1.2 Sale of water and sanitation

Water is metered and read monthly to determine the consumer bill. A stepped tariff has been in place and it encourages conservation of water. The municipality has further approved a policy dealing with water restrictions in times of droughts and as pronouncements will be made by the Minister in this regard.

Sanitation is charged on a fixed monthly tariff based on the user categorisation.

8.1.3 Free Basic Services

The municipality has adopted an Indigent Household Policy and maintenance a register as such. There is a fully fledged section as per the staff establishment, whose core function is to approve indigent applications, maintain the indigent households register and monitors consumption as such, and request inspections where consumption is excessive.

Indigent Households are on prepaid electricity metering once approved. Free basic services are issued per month to those who qualified by crediting their accounts with the recovered costs from equitable share grant. For electricity, each beneficiary bears the responsibility to claim free basic electricity (FBE) at the nearest service point. FBE for each month are valid until the 15th of the next month and cannot be accumulated beyond this date.

The municipality is targeting 16 000 in 2019/20 and 17 000 in 2020/21 and 18 000 for 2021/2022. This is based on the estimated number of applicants as a result of low cost housing development as per the IDP.

8.1.4 Tariff Raising Strategies – Unmetered Services

Property rates revenue is derived from non-exchange transactions. It is a form of tax obligation on each property holder excluding the municipality. Property rates are based on a cent in the Rand (tariff) against the value of the said property. Rates are payable by no later than 30 September each year. The municipality also allows for monthly billing (prorate billing of annual rates) without charging interest as such.

The municipality has its own Property Taxation Unit responsible for Valuations as well as Rates Section. The Valuations of property section uses are mass valuation approach taking into account factors that influences the property values. Reliance is also placed on recent sales of property in that specific area. The municipality make use of technology to assist with the valuations being the GIS and Pictometry.

Revenue generated from rates is equitable amongst all categories of properties. The following are the ratios of revenue contribution per category:

Refuse removal tariff as well as sanitation are cost reflective and tariff increases are basically incremental, based on the required revenue to cover the costs and contribute towards the rates revenue.

8.1.5 Tariff Raising Strategies – Metered Services

With the exception of prepaid metered services, electricity and water must be read on a monthly basis as per the by-laws. Seeing that most residential customers are at work during office hours when reading is done, the customer services policy allows for owner reading, but this does not take away the reading rights and obligations of the municipality.

The municipality has conducted door to door audit and had found that there are properties who have straight connections especially at old projects of low cost housing development, where no stand meter was installed. However, these customers are billed on flat rate of 9kl per month.

The meter remains the property of the municipality, as such tempering with the meter may lead to theft and the customer may face jail term with regards to this crime. Water meters are usually on the pavement, whilst electricity meter may be inside dwelling, at close proximity to the distribution board. Customers are required to report leaks through their councillor and the call centre of the municipality.

Interim readings determine the obligation of the customer based on the invoice, after taking of actual reading, and adjustment is made between what has been billed and what should have been billed, and the variance becomes the new obligation with due date in the future.

8.1.6 Analysis of Revenue Budget – year on year

Revenue is generated in a more equitable manner and price hikes that are significant are avoided. The income ratio for different sources is also kept at the same averages year on year.

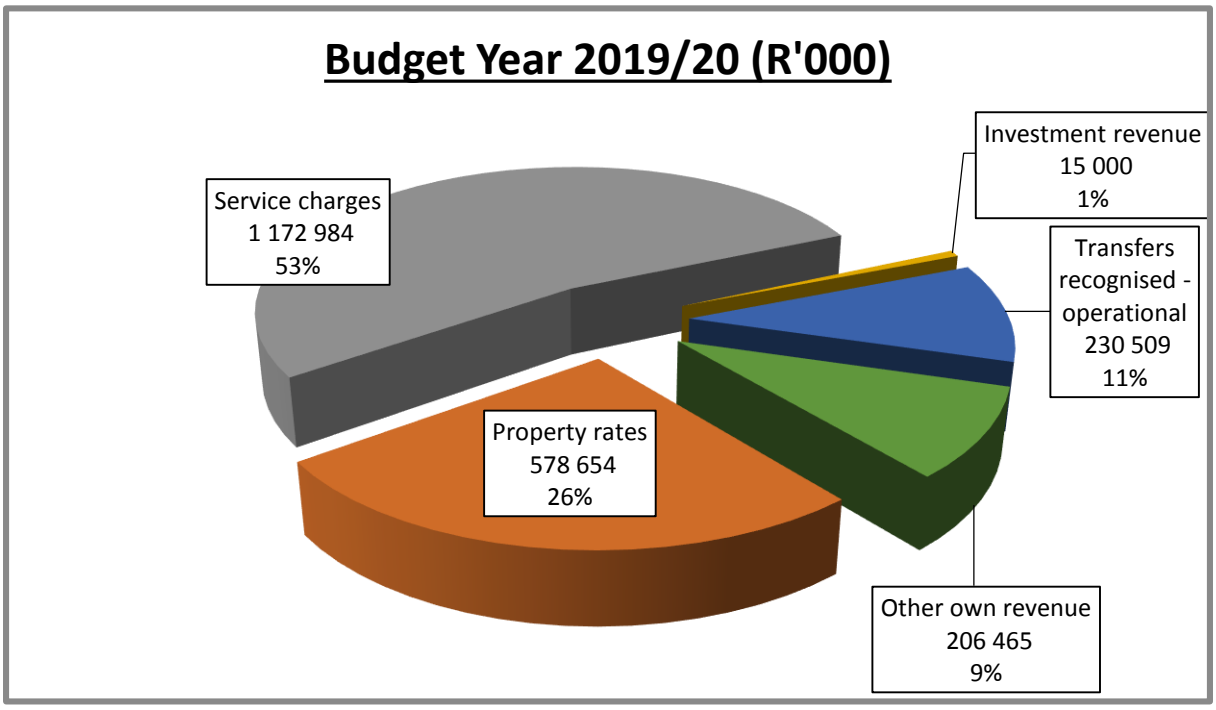
NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description (R thousand)	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework					
Revenue By Source	Adjusted Budget	Weighting %	Budget Year 2019/20	Weighting %	Budget Year +1 2020/21	Weighting %	Budget Year +2 2021/22	Weighting %
Property rates	511 595	27%	578 654	26%	625 994	27%	674 739	27%
Service charges - electricity revenue	671 106	36%	763 527	35%	820 800	35%	863 653	35%
Service charges - water revenue	254 046	13%	286 042	13%	302 997	13%	324 944	13%
Service charges - sanitation revenue	60 582	3%	69 517	3%	73 766	3%	78 731	3%
Service charges - refuse revenue	44 309	2%	53 898	2%	57 317	2%	60 690	2%
Rental of facilities and equipment	11 115	1%	11 810	1%	12 307	1%	12 983	1%
Interest earned - external investments	20 000	1%	15 000	1%	21 000	1%	22 000	1%
Interest earned - outstanding debtors	97 629	5%	137 940	6%	130 262	6%	126 478	5%
Fines	15 430	1%	26 805	1%	28 413	1%	29 976	1%
Licences and permits	2 905	0%	4 764	0%	5 002	0%	5 277	0%
Agency services	4 000	0%	–	0%	–	0%	–	0%
Transfers recognised - operational	175 342	9%	230 509	10%	224 026	10%	240 687	10%
Other revenue	22 055	1%	25 146	1%	26 654	1%	28 110	1%
Gains on disposal of PPE								
Total Revenue (excluding capital transfers and contributions)	**1 890 115**	**100%**	**2 203 612**	**100%**	**2 328 538**	**100%**	**2 468 270**	**100%**

There are no significant revenue base increases as a result of new developments or investments for 2019/2020. The revenue projections are based on proposed tariff increases solely. However, in the case of new properties becoming ready for rating purposes, a supplementary valuation will be processed and these will be taken on, immediately after the approval of such a roll.

The municipality has adopted the Small Scale Embedded Energy Generation and Photo Voltaic Installations, a register has been developed in this regard and the prerogative to approve any installation vests with the municipality.

Total revenue from own sources comprises 91% of all income, and only 9% alludes to the operational grants gazetted such as equitable share and other allocations from the province.

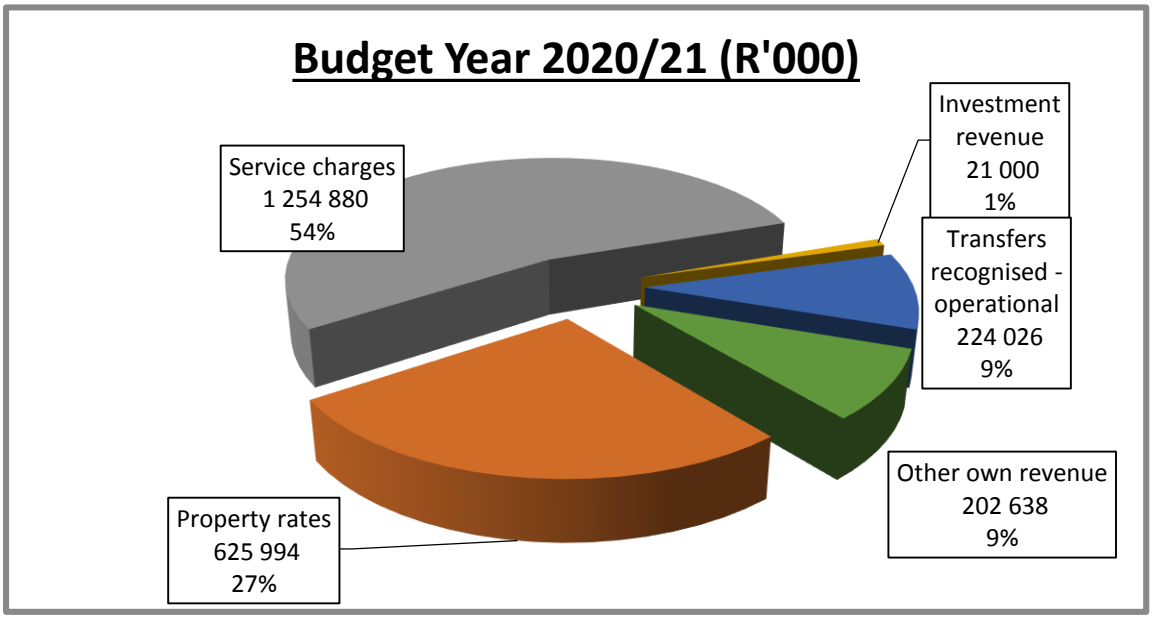


A total of R1 172 984 000.00, thus 53% of total revenue will be generated from service charges of water, electricity, sanitation and refuse collection. This clearly indicates the extent the credit control policy and debt collection efforts should be effective.

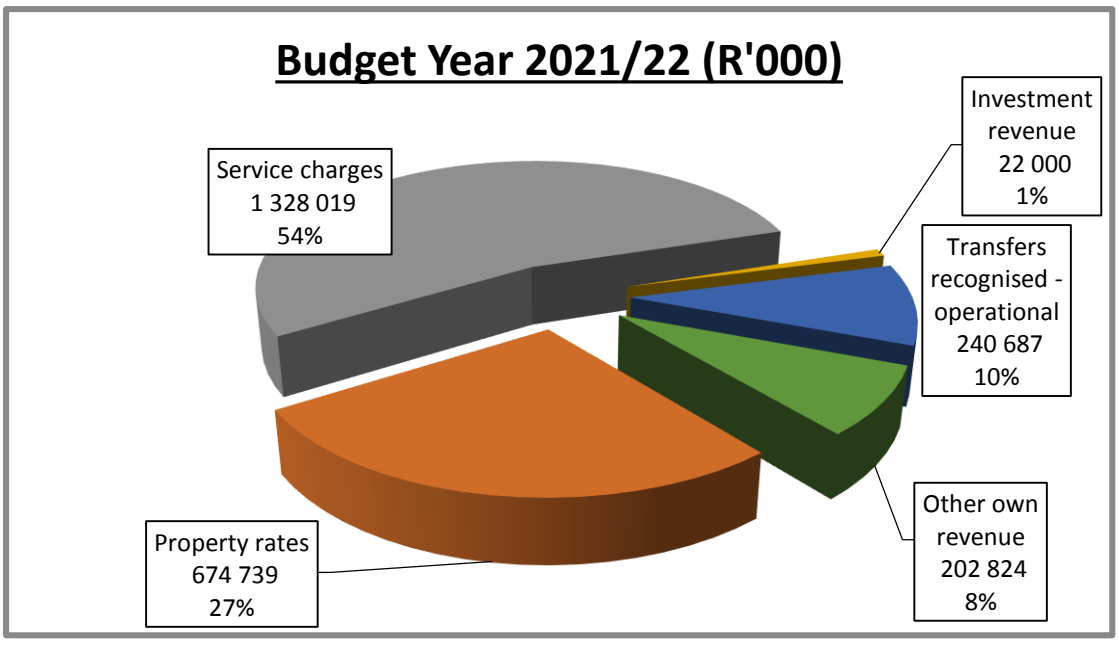
An action plan which basically reiterates what is in the policy has been presented to the Finance committee and consent was obtained. Additional to other efforts, the municipality will be introducing a step of credit profiling of all applicants for municipal services and consider the risk profile as such. A higher deposit for consumers who are high risk will be requested as a form of security. These customers will further have a prepaid electricity meter installed before signing off the contract for revenue protection and enhancement purposes.

Further to the above, the municipality further considers to hold a certain percentage of prepaid purchase value, at the point of sale, for all customers who have accounts in arrears for more than 90 days, and customers who default three or more times on arrangements shall be blacklisted with the Credit Bureau.

Property rates are 26% of total revenue. This income stream is as critical in as far as collectability. All other services other than trading services are funded from rates income. This puts at risk cash flow projections if they do not materialise. Other income makes up 21% of total revenue.


Budget Year 2020/21 (R'000)
Investment revenue 21 000 1%
Service charges 1 254 880 54%
Transfers recognised - operational 224 026 9%
Other own revenue 202 638 9%
Property rates 625 994 27%

For 2019/20, the percentage weighting of revenue sources is maintained. This indicates a thorough budget process and tariff determination. The revenues for rates, take into account the new GV to become effective on 1 July of 2019. The percentage contribution of rates to total income will remain at between 24% to 27%, as it has been previously. For 2020/21, being the 4th year of the current IDP Cycle, again, the percentages are kept at same levels for the MTREF.


Budget Year 2021/22 (R'000)
Investment revenue 22 000 1%
Service charges 1 328 019 54%
Transfers recognised - operational 240 687 10%
Other own revenue 202 824 8%
Property rates 674 739 27%

8.1.7 Sale of electricity and impact of tariff increases

The proposed revisions to the tariffs have been formulated in accordance with the municipality's Tariff and Rates Policy and complies with Section 74 of the Municipal Systems Act as well as the recommendations of the National Energy Regulator of South Africa (NERSA). In terms of section 75A of the Local Government Municipal Systems Act, any fees, charges or tariffs which a municipality may wish to levy and recover in respect of any function

or service of the municipality, must be approved by a resolution passed by the municipal council with a supporting vote of a majority of its members.

In terms of the municipal budget for 2019/2020 and in accordance with the Electricity Regulation Act requires that proposed revisions to the electricity consumption based tariffs be submitted to the Regulator for approval prior to implementation. Provisional approval will therefore be requested with the express proviso that any alterations required by Council will be submitted to the Regulator as soon as possible.

The Consumptive Tariff Schedule includes a note indicating that the tariffs are applied in accordance with the terms and conditions as contained in the Municipal By-Laws on Electricity. On 28 February 2018, NERSA Benchmark guidelines for tariff increases for 2019/2020. Consultations are ongoing and an official statement will be made on the average increases for Local Authorities for consultation. This however, does not take into account any impact for system growth (either positive or negative). However, it is noted that the projected CPI is 5.7%.

The above items result in the Electricity Generation and Distribution Department requiring a revenue increase from Sale of Electricity of 5,95%. Present electricity tariffs were approved by Council on 31 May 2018 and by NERSA on 30 June 2018, and were implemented with effect from 1 July 2019.

For the 2019/2020 financial year, the following is proposed for the Residential tariffs. From 1 July 2019, the Inclined Block Tariff which includes fixed costs of access, supply and metering will apply. Indigent customers will receive free 50 units per month subsidised.

8.1.8 Overall impact of tariff increases on households

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
Rand/cent		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20 % incr.	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		478.56	497.72	525.10	556.60	556.60	556.60	(10.0%)	501.01	541.99	584.21
Electricity: Basic levy		–	–	–	226.09	226.09	226.09	(100.0%)	–	–	–
Electricity: Consumption		1 715.09	1 843.70	1 862.57	1 591.45	1 591.45	1 591.45	23.6%	2 094.95	2 247.45	2 406.55
Water: Basic levy											
Water: Consumption		453.73	471.84	497.81	527.04	527.04	527.04	6.0%	558.69	591.82	634.67
Sanitation		104.46	108.63	114.61	121.42	121.42	121.42	65 060.0%	129.32	137.22	146.45
Refuse removal		74.53	77.51	81.77	86.68	86.68	86.68	6.5%	92.32	98.17	103.95
Other											
sub-total		**2 826.37**	**2 999.40**	**3 081.86**	**3 109.28**	**3 109.28**	**3 109.28**	**8.6%**	**3 376.29**	**3 616.65**	**3 875.83**
VAT on Services		328.69	350.23	360.16	382.90	348.99	348.99	119 140.0%	428.52	458.92	485.07
Total large household bill:		**3 155.06**	**3 349.63**	**3 442.02**	**3 492.18**	**3 458.27**	**3 458.27**	**9.0%**	**3 804.81**	**4 075.57**	**4 360.90**
% increase/-decrease			**6.2%**	**2.8%**	**1.5%**	**(1.0%)**	**–**		**10.0%**	**7.1%**	**7.0%**
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		338.83	352.40	371.79	394.09	394.09	394.09	(10.0%)	354.73	383.75	413.64
Electricity: Basic levy		–	–	–	226.09	226.09	226.09	(100.0%)	–	–	–
Electricity: Consumption		802.48	862.67	878.89	646.58	646.58	646.58	41.0%	932.15	1 000.00	1 070.80
Water: Basic levy											
Water: Consumption		357.96	372.24	392.77	415.79	415.79	415.79	6.0%	440.79	473.41	507.26
Sanitation		104.46	108.63	114.61	121.42	121.42	121.42	6.5%	129.32	137.22	146.45
Refuse removal		74.53	77.51	81.77	86.68	86.68	86.68	6.5%	92.32	98.17	103.95
Other											
sub-total		**1 678.26**	**1 773.45**	**1 839.83**	**1 890.65**	**1 890.65**	**1 890.65**	**3.1%**	**1 949.31**	**2 092.55**	**2 242.10**
VAT on Services		187.52	198.95	205.53	224.48	190.57	190.57		236.09	253.30	268.30
Total small household bill:		**1 865.78**	**1 972.40**	**2 045.36**	**2 115.13**	**2 081.22**	**2 081.22**	**3.3%**	**2 185.40**	**2 345.85**	**2 510.40**
% increase/-decrease			**5.7%**	**3.7%**	**3.4%**	**(1.6%)**	**–**		**5.0%**	**7.3%**	**7.0%**
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		199.11	207.08	218.47	231.58	231.58	231.58	(10.0%)	208.45	225.50	243.70
Electricity: Basic levy											
Electricity: Consumption		402.24	432.41	440.54	293.89	293.89	293.89	31.9%	499.98	537.48	565.44
Water: Basic levy											
Water: Consumption		238.18	247.69	261.39	276.65	276.65	276.65	6.0%	293.31	315.01	337.53
Sanitation											
Refuse removal											
Other											
sub-total		**839.53**	**887.18**	**920.40**	**802.12**	**802.12**	**802.12**	**24.9%**	**1 001.74**	**1 077.99**	**1 146.67**
VAT on Services		89.66	95.22	98.27	85.58	85.58	85.58		102.12	109.74	116.38
Total small household bill:		**929.19**	**982.40**	**1 018.67**	**887.70**	**887.70**	**887.70**	**24.4%**	**1 103.86**	**1 187.73**	**1 263.05**
% increase/-decrease			**5.7%**	**3.7%**	**(12.9%)**	**–**	**–**		**24.4%**	**7.6%**	**6.3%**

The table above shows the overall expected impact of tariff increases on households with a 'middle income range', an 'affordable range' and an 'indigent household receiving free basic services':

9. Operating Expenditure Budget

The municipality has a staff establishment with 2 701 positions established, of which 1 785 are filled as at 28 February 2019, thus a vacancy rate of 40%. There are 65 councillors, which includes 33 ward councillors as per the latest demarcations for 2016 Local Government Elections.

The municipality has an Executive Mayor with a Mayoral Committee System. Members of the Mayoral Committee are also Chairperson of Municipal Systems Act Section 80, as well as Chairperson of Committees established in terms of Section 79 of the same act. The Executive

Mayor, Speaker and Members of Mayoral Committee are full-time and are fully provided with tools of trade and fully furnished offices. All other Councillors are part time.

The municipality purchases its bulk water and electricity from the Department of Water and Sanitation and from ESKOM respectively. The Budget and Treasury Office is responsible for the processing of payments accordingly.

There municipality manages more than 580km of tarred and paved roads and about 250km of dirt roads. The management of roads includes storm water drainage system, kerbings, pavements and sub-ways. There is no rail network under the management of the municipality. However, there is an agreement in place for the maintenance of railway lines where the municipality has servitudes.

The municipality has an exclusive license for the distribution of electricity, as such it manages bulk electricity infrastructure and network reticulation. The municipality also implements integrated electrification projects within its jurisdiction.

The municipality has a 35 Mega Litres a day Sewerage Treatment Plant and other small sewerage treatment plants across the city including Ritchie. There is an intent to build a new 2-5 Mega Litres a day plant in Riverton in support of the Tourism and Leisure Precinct as well as low cost housing development intended in that area. As such boiler making, fitters and turners as well as mechanic workshops are part of resources of the municipality.

The municipality extracts water from Riverton, South of the City, located at about 35km. There is a purification plant as well as pump station in Riverton. The bulk water distribution line stretches over 45 km from Riverton to Kimberley Water Works where major reservoirs are located. This forms part of critical infrastructure of the municipality.

The municipality provides refuse collection function and owns a fleet of refuse compactors in this regard. The mechanical workshop also maintains municipal fleet. Only in specific circumstances that the manufacturer or dealer maintains fleet.

These are some of major cost drivers than informs the expenditure framework for 2017/18 MTREF.

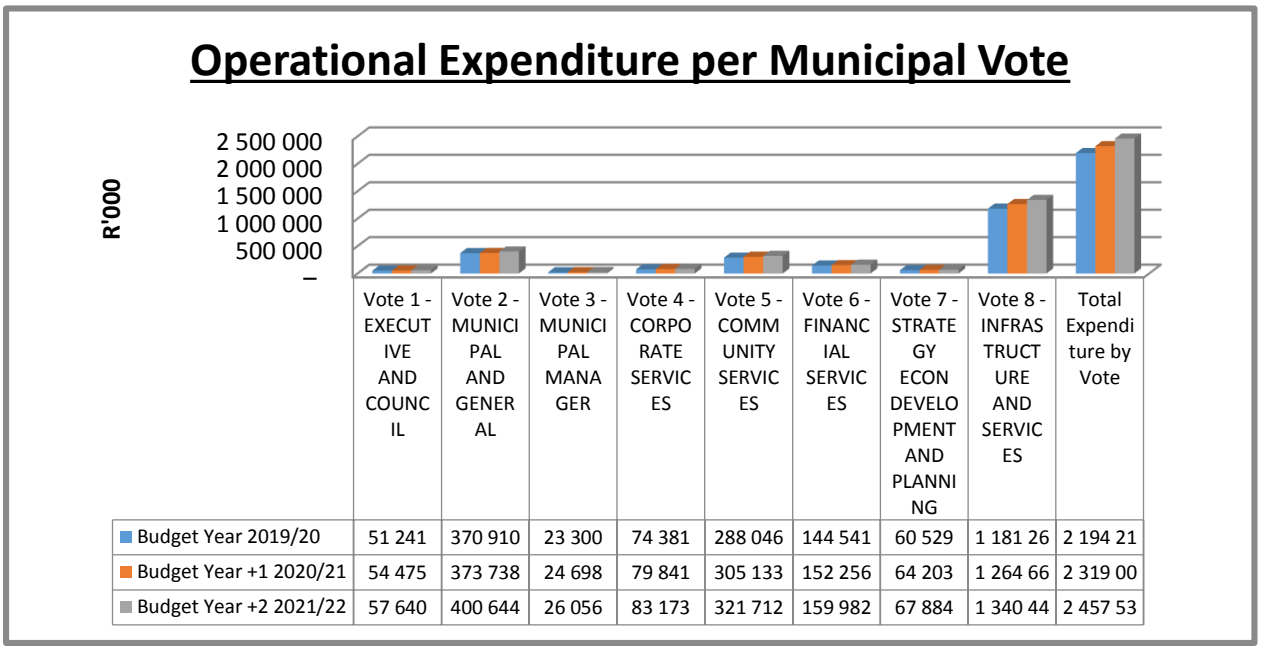
National Treasury Circular 72 is used as a benchmark for sustainability, liquidity, and grant dependency. The following diagrams reflect the weighting of each expenditure by type against the total operational expenditure for the next 3 years.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Weighting %	Budget Year 2019/20	Weighting %	Budget Year +1 2020/21	Weighting %	Budget Year +2 2021/22	Weighting %
Expenditure By Type								
Employee related costs	698 652	35%	770 966	35%	818 205	35%	864 258	35%
Remuneration of councillors	29 685	1%	31 753	1%	33 817	1%	35 846	1%
Debt impairment	207 000	10%	226 000	10%	240 800	10%	259 984	11%
Depreciation & asset impairment	69 250	3%	71 600	3%	76 724	3%	81 747	3%
Finance charges	26 299	1%	24 661	1%	23 543	1%	22 343	1%
Bulk purchases	566 500	28%	617 500	28%	669 370	29%	709 325	29%
Other materials	172 946	9%	191 225	9%	178 868	8%	195 314	8%
Contracted services	43 711	2%	51 605	2%	54 694	2%	57 697	2%
Transfers and grants	6 970	0%	7 670	0%	7 710	0%	7 749	0%
Other expenditure	179 929	9%	201 231	9%	215 276	9%	223 274	9%
Loss on disposal of PPE	–	0%	–	0%	–	0%	–	0%
Total Expenditure	**2 000 941**	**100%**	**2 194 210**	**100%**	**2 319 006**	**100%**	**2 457 537**	**100%**

Expenditure per vote

Expenditure by Vote	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 1 - EXECUTIVE AND COUNCIL	51 241	54 475	57 640
Vote 2 - MUNICIPAL AND GENERAL	370 910	373 738	400 644
Vote 3 - MUNICIPAL MANAGER	23 300	24 698	26 056
Vote 4 - CORPORATE SERVICES	74 381	79 841	83 173
Vote 5 - COMMUNITY SERVICES	288 046	305 133	321 712
Vote 6 - FINANCIAL SERVICES	144 541	152 256	159 982
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	60 529	64 203	67 884
Vote 8 - INFRASTRUCTURE AND SERVICES	1 181 262	1 264 663	1 340 447
Total Expenditure by Vote	**2 194 210**	**2 319 006**	**2 457 537**
Surplus/(Deficit) for the year	**166 687**	**163 029**	**178 999**


Operational Expenditure per Municipal Vote
R'000
2 500 000
2 000 000
1 500 000
1 000 000
500 000
–
Vote 1 - EXECUTIVE AND COUNCIL
Vote 2 - MUNICIPAL AND GENERAL
Vote 3 - MUNICIPAL MANAGER
Vote 4 - CORPORATE SERVICES
Vote 5 - COMMUNITY SERVICES
Vote 6 - FINANCIAL SERVICES
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING
Vote 8 - INFRASTRUCTURE AND SERVICES
Total Expenditure by Vote
Budget Year 2019/20 51 241 370 910 23 300 74 381 288 046 144 541 60 529 1 181 26 2 194 21
Budget Year +1 2020/21 54 475 373 738 24 698 79 841 305 133 152 256 64 203 1 264 66 2 319 00
Budget Year +2 2021/22 57 640 400 644 26 056 83 173 321 712 159 982 67 884 1 340 44 2 457 53

9.1.1 Remuneration of Employees

The municipality approved the new organisational structure which became effective from 1 July 2016. The budget assumptions for employee costs assumed that the old organogram was replaced by the new organogram and that posts in the old organogram migrated over to the new organogram. A position occupied and has since become redundant in the new organogram will be carried as well and efforts will be made to convert the old post into the new organogram provided that the incumbent has relevant skills and knowledge and meets the job specification of the new position.

It was further assumed that vacant positions were only vacant in the old organogram and these were not carried over as budget assumptions were made. Only vacant and funded positions were carried over only in cases where such positions existed in the new organogram. In line with council resolution, new positions are not funded and as such cannot be filled. As funds become available from redundant but funded positions, freezing of posts to avail funds for new and critical positions, management must have consensus on this and make submissions to council in terms of Regulation 4 of Government Gazette xxxx.

It is further agreed that despite the new organogram and the positions created, total employee costs shall remain between 31% to 33% over the MTREF and management must work hard to reduce these costs from 35,01% to 33% by 2020/21 and from 2021/22, employee costs should be between the 31% and 33%.

Accordingly, the municipality remunerates the Municipal Manager and Senior Manager reporting directly to the Municipal Manager using the Upper Limits Gazette for the remuneration of such staff of the municipality. The Upper Limits Gazette distinguishes between managers appointed before 1 July 2014 and those appointed after this date. Senior Managers appointed before 1 July 2014 shall be remunerated on the remuneration system applied by the municipality prior to the promulgation of these upper limits.

Other staff members are remunerated using a Tuned Assessment of Skills and Knowledge (TASK), with entry level of T3. The highest TASK level for staff excluding Senior Managers reporting to the Municipal Manager is T17, and these are mainly for position providing tactical support to the Senior Managers, and are all professionals with a minimum of NQF Level 7, have professional registration with a Body to ensure quality and professional ethics.

Employee benefits include employer contributions to medical aid, group life and pension fund as well as statutory contributions to UIF, SDF Levies. For certain positions, the municipality provides travelling allowance which shall be fixed for the duration of employment, unless otherwise recommended by the Executive Director for Corporate Services to Senior Management and supported by the Chief Financial Officer, and endorsed by the Budget Steering Committee, during the Budget Process.

To ensure timely attendance of staff, the municipality secures a contract for transport services. Staff who are on T3 to T4 levels receive have an option to take this benefit. If not, staff may elect to be provided with a bicycle every two years, or receive a monthly allowance for travelling, which is taxable. Line Managers in conjunction with Human Resources manages the exercise of options and Financial Services implements through the payroll system and issue tickets or process an allowance as such.

The municipality also provides ex-gratia benefits for staff who worked on contract for more than 10 years consecutively. Ex-gratia is determined per case based on employee records available.

Post-employment benefits are provided for in terms of the applicable GRAP Standards, the liability or asset is determined at year end.

When preparing the employee costs budget, the following was assumed:

- That only vacant and funded positions shall continue into 2016/17 to 2019/2020
- That as these positions become vacant, they shall be filled during the MTREF
- Any new position funded shall be disclosed as such, and funding shall become part of Budget Resolutions
- Established and non-funded positions are not budgeted for in the 2019/2020 financial year, except for newly created positions that will be funded to the amount of R6,8 million available. Consensus is yet to be reached at Executive Management Level on the list of critical and urgent positions to be filled.
- That staff move notches at the date of anniversary, and a 1% of total employee budget provides for this
- That there is no promotion policy. Staff is promoted during the normal course of filling funded vacancies
- The recruitment policy allows for lateral transfer of staff under prescribed conditions, without unduly benefitting such an employee over the others
- The municipality subscribes to the principles of skills development and affirmative action, and as such affirmative action budget may be used to compensate identified personnel or cover training costs as may apply.

In terms of the statement issued by the South African Local Government Bargaining Council, an agreement has been signed with regard to annual staff increases.

The Municipal Manager and Senior Manager’s remuneration are estimated to increase by the 7% as well and the final increase shall be as per the gazette that will be issued by the Minister.

The table below presents the budgeted employee costs for the financial year 2019/2020.

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	1	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)							
Basic Salaries and Wages		–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–
Medical Aid Contributions		–	100	100	–	–	–
Motor Vehicle Allowance		–	–	–	–	–	–
Cellphone Allowance		1 960	1 960	1 960	3 088	3 289	3 486
Housing Allowances		–	–	–	–	–	–
Other benefits and allowances		27 375	27 625	27 625	28 665	30 528	32 360
Sub Total - Councillors		**29 335**	**29 685**	**29 685**	**31 753**	**33 817**	**35 846**
% increase	4	**3.3%**	**1.2%**	**–**	**7.0%**	**6.5%**	**6.0%**
Senior Managers of the Municipality	2						
Basic Salaries and Wages		7 469	7 469	7 469	8 307	8 800	9 278
Pension and UIF Contributions		1 206	1 206	1 206	932	987	1 040
Medical Aid Contributions		152	152	152	203	215	227
Overtime		–	–	–	–	–	–
Performance Bonus							
Motor Vehicle Allowance	3	1 720	1 720	1 720	1 876	1 987	2 094
Cellphone Allowance	3	202	202	202	202	214	225
Housing Allowances	3	36	36	36	49	52	55
Other benefits and allowances	3	67	67	67	105	112	117
Payments in lieu of leave		–	–	–	–	–	–
Long service awards		43	43	43	40	42	45
Post-retirement benefit obligations	6						
Sub Total - Senior Managers of Municipality		**10 897**	**10 897**	**10 897**	**11 714**	**12 407**	**13 080**
% increase	4	**7.9%**	**–**	**–**	**7.5%**	**5.9%**	**5.4%**
Other Municipal Staff							
Basic Salaries and Wages		380 416	371 930	371 930	413 084	438 010	462 246
Pension and UIF Contributions		65 353	65 353	65 353	71 691	76 008	80 292
Medical Aid Contributions		49 847	49 847	49 847	53 378	56 728	60 015
Overtime		28 630	28 730	28 730	31 567	33 468	35 343
Performance Bonus		29 437	29 437	29 437	32 316	34 263	36 194
Motor Vehicle Allowance	3	46 042	46 037	46 037	48 333	51 148	53 922
Cellphone Allowance	3	1 394	1 394	1 394	1 494	1 584	1 673
Housing Allowances	3	2 822	2 822	2 822	2 971	3 146	3 320
Other benefits and allowances	3	32 802	33 196	33 196	34 740	36 799	38 838
Payments in lieu of leave		14 000	7 000	7 000	15 000	16 125	17 173
Long service awards		15 904	15 901	15 901	17 317	18 358	19 391
Post-retirement benefit obligations	6	39 109	36 109	36 109	37 359	40 161	42 772
Sub Total - Other Municipal Staff		**705 755**	**687 755**	**687 755**	**759 252**	**805 798**	**851 178**
% increase	4	**10.8%**	**(2.6%)**	**–**	**10.4%**	**6.1%**	**5.6%**
Total Parent Municipality		**745 987**	**728 337**	**728 337**	**802 718**	**852 022**	**900 104**
		10.4%	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL SALARY, ALLOWANCES & BENEFITS		**745 987**	**728 337**	**728 337**	**802 718**	**852 022**	**900 104**
% increase	4	**10.4%**	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL MANAGERS AND STAFF	5,7	**716 652**	**698 652**	**698 652**	**770 966**	**818 205**	**864 258**

9.1.2 Remuneration of Councillors

Councillors are remunerated as per the Upper Limits Gazette. The gazette is published annually with effective date of 1 July each year. The table below indicates the projected costs of councillors in respected of their allowances for 2019/2020 financial year.

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)									
Disclosure of Salaries, Allowances & Benefits 1.	**No.**	**Salary**	**Contributions**	**Allowances**	**Performance Bonuses**	**In-kind benefits**	**Total Package**	**Total Package**	**% Increase**
Rand per annum							**2019/20**	**2018/19**	
Councillors									
Speaker	1	909 267					909 267	873 253	4.12%
Chief Whip		–					–		
Executive Mayor	1	1 124 707					1 124 707	1 082 381	3.91%
Deputy Executive Mayor		–					–		
Executive Committee	10	8 554 062					85 540 620	78 721 760	8.66%
Total for all other councillors	54	21 164 747					1 142 896 338	937 172 321	21.95%
Allowances								350 000	
Total Councillors	**66**	**31 752 783**	**–**	**–**			**1 230 470 932**	**1 018 199 715**	**20.85%**

The above packages are for budget purposes and are not intended to raise any expectations.

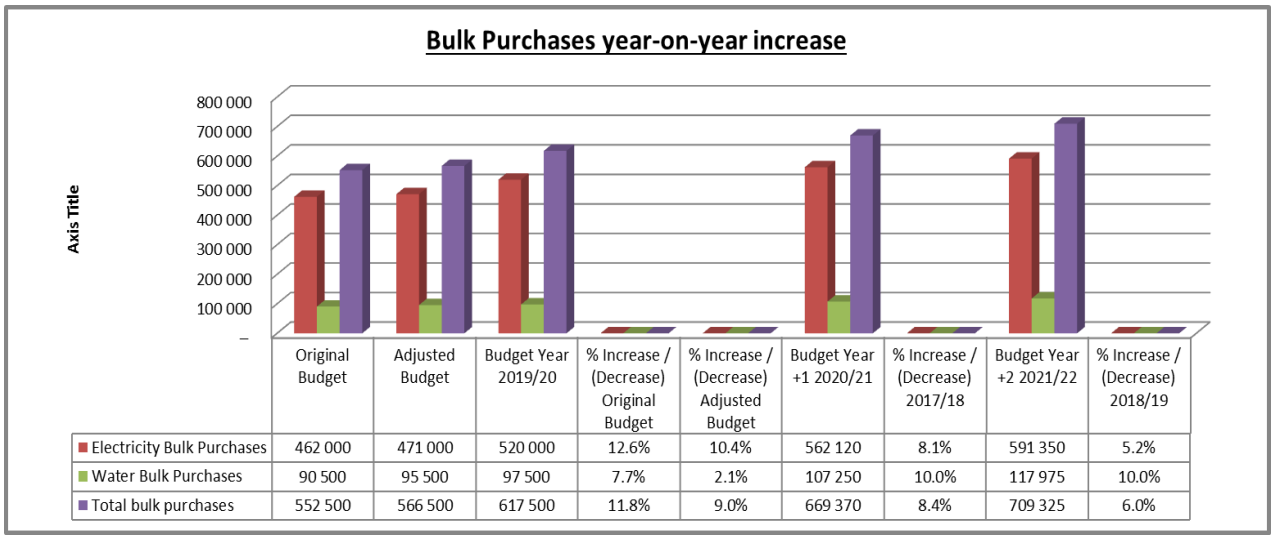
9.1.3 Costs of Bulk Purchases

The municipality purchases bulk electricity from Eskom. The National Energy Regulator as well as National Treasury gave consultation paper as well as guidelines for expected increases on bulk supply of electricity. It is envisaged that bulk electricity shall increase by 6% in 2019/2020 whilst the minimum allowed percentage increase on municipal tariffs is 8.36%. The process to finalise tariffs is still in progress.

Increases in the costs of bulk water are normally inflation linked, as such it is expected that bulk water costs shall increase by 9.00% for 2019/2020.

The total budget for bulk water is indicated in the table below

Description	**2015/16**	**2016/17**	**2017/18**	**Current Year 2018/19**			**2019/20 Medium Term Revenue & Expenditure Framework**		
	Audited Outcome	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2019/20**	**Budget Year +1 2020/21**	**Budget Year +2 2021/22**
R thousand									
Bulk purchases									
Electricity Bulk Purchases	387 544	422 426	420 968	462 000	471 000	471 000	520 000	562 120	591 350
Water Bulk Purchases	66 466	69 541	80 366	90 500	95 500	95 500	97 500	107 250	117 975
Total bulk purchases	**454 010**	**491 966**	**501 334**	**552 500**	**566 500**	**566 500**	**617 500**	**669 370**	**709 325**



	Original Budget	Adjusted Budget	Budget Year 2019/20	% Increase / (Decrease) Original Budget	% Increase / (Decrease) Adjusted Budget	Budget Year +1 2020/21	% Increase / (Decrease) 2017/18	Budget Year +2 2021/22	% Increase / (Decrease) 2018/19
Electricity Bulk Purchases	462 000	471 000	520 000	12.6%	10.4%	562 120	8.1%	591 350	5.2%
Water Bulk Purchases	90 500	95 500	97 500	7.7%	2.1%	107 250	10.0%	117 975	10.0%
Total bulk purchases	552 500	566 500	617 500	11.8%	9.0%	669 370	8.4%	709 325	6.0%

9.1.4 Small Scale Embedded Generation (SSEG) and PV Installations Policy

The municipality is proposing a SSEG and PV Installations Policy for implementation with immediate effect. The policy seeks to regulate the installations as well as connections to the municipal grid.

The implementation has not resumed as yet but the following is anticipated:

- Most of all private installations are for own consumptions
- That SSEG and PV Installations still requires connections to the grid to ensure consistency of supply of power
- That the infrastructure may not be compatible to the requirement of a bi-directional metering for flow into and flow out of during low demand periods at the site where SSEG or PV Installation has been made. This may lead to revenue loss to the municipality
- The municipality will have to monitor the installation and may have to certify the installation for safety and security reasons
- If connections are not regulated, this may expose the municipal employees to danger during times of maintenance of infrastructure

Where excess energy is generated from SSEG or PV, the municipality may negotiate for buy-back of such energy which may impact on cost of bulk electricity purchases, and if significant enough, may impact on tariffs in the long run.

9.1.5 Maintenance Budget

Though the mSCOA has dealt away with the classification of expenditure as maintenance. In as far as management reporting is concerned, the municipality has created reporting mechanisms to ensure that adequate budgeting is allocated for the maintenance of infrastructure. Service delivery and revenue generation are dependent on how well and efficient the infrastructure is operated and maintained.

The table below indicates appropriation of budget for maintenance purposes.

NC091 Sol Plaatje - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Repairs and maintenance expenditure by Asset Class/Sub-class							
Infrastructure		**192 329**	**190 806**	**190 806**	**201 884**	**217 511**	**232 942**
Roads Infrastructure		40 528	40 936	40 936	42 380	47 896	53 392
Roads		33 968	34 376	34 376	35 820	38 302	40 765
Road Furniture		6 560	6 560	6 560	6 560	9 594	12 626
Storm water Infrastructure		600	600	600	600	642	684
Drainage Collection		600	600	600	600	642	684
Electrical Infrastructure		59 739	56 062	56 062	61 400	65 426	69 417
HV Substations		1 020	1 020	1 020	1 320	1 399	1 476
HV Switching Station		3 873	5 081	5 081	4 070	4 315	4 556
MV Substations		1 460	1 371	1 371	1 600	1 696	1 789
MV Switching Stations		5 735	4 750	4 750	5 590	5 925	6 251
MV Networks		2 180	2 180	2 180	1 300	1 378	1 454
LV Networks		15 100	13 000	13 000	15 040	16 102	17 204
Capital Spares		30 371	28 660	28 660	32 480	34 609	36 686
Water Supply Infrastructure		42 438	36 711	36 711	44 662	47 342	49 946
Reservoirs		5 250	2 500	2 500	5 250	5 565	5 871
Pump Stations		1 500	1 240	1 240	1 500	1 590	1 677
Water Treatment Works		2 250	2 811	2 811	2 250	2 385	2 516
Bulk Mains		3 750	750	750	3 750	3 975	4 194
Distribution		27 938	27 660	27 660	30 162	31 972	33 731
Capital Spares		1 750	1 750	1 750	1 750	1 855	1 957
Sanitation Infrastructure		25 426	32 823	32 823	28 074	29 759	31 395
Pump Station		5 750	11 727	11 727	7 150	7 579	7 996
Reticulation		17 976	18 941	18 941	19 224	20 378	21 498
Waste Water Treatment Works		700	600	600	700	742	783
Toilet Facilities		1 000	1 555	1 555	1 000	1 060	1 118
Solid Waste Infrastructure		22 237	22 106	22 106	23 196	24 778	26 345
Landfill Sites		21 987	20 356	20 356	22 946	24 512	26 062
Waste Processing Facilities		250	1 750	1 750	250	266	282
Coastal Infrastructure		1 361	1 568	1 568	1 571	1 669	1 765
Capital Spares		1 361	1 568	1 568	1 571	1 669	1 765
Community Assets		**3 541**	**3 539**	**3 539**	**4 250**	**4 470**	**4 719**
Community Facilities		3 150	3 140	3 140	3 810	4 018	4 240

Halls		100	100	100	850	901	951
Fire/Ambulance Stations		200	200	200	200	212	224
Libraries		75	75	75	75	80	84
Cemeteries/Crematoria		635	641	641	640	676	713
Parks		1 945	1 929	1 929	1 850	1 943	2 049
Public Open Space		195	195	195	195	207	219
Sport and Recreation Facilities		391	399	399	440	452	479
Indoor Facilities		330	330	330	370	396	420
Outdoor Facilities		61	69	69	70	56	59
		1	1	1	1	1	1
Investment properties		**6 681**	**6 681**	**6 681**	**6 880**	**7 293**	**7 725**
Revenue Generating		6 681	6 681	6 681	6 880	7 293	7 725
Improved Property		6 181	6 181	6 181	6 380	6 763	7 164
Unimproved Property		500	500	500	500	530	562
Other assets		**8 964**	**13 075**	**13 075**	**10 953**	**11 616**	**12 270**
Operational Buildings		8 964	13 075	13 075	10 953	11 616	12 270
Municipal Offices		7 964	11 765	11 765	9 953	10 551	11 131
Workshops		1 000	1 310	1 310	1 000	1 065	1 140
Furniture and Office Equipment		1 849	3 595	3 595	1 758	1 865	1 969
Furniture and Office Equipment		1 849	3 595	3 595	1 758	1 865	1 969
Machinery and Equipment		21 860	20 721	20 721	23 378	24 878	26 564
Machinery and Equipment		21 860	20 721	20 721	23 378	24 878	26 564
Transport Assets		11 588	7 287	7 287	10 947	11 604	12 250
Transport Assets		11 588	7 287	7 287	10 947	11 604	12 250
Total Repairs and Maintenance Expenditure	1	**246 813**	**245 704**	**245 704**	**260 050**	**279 235**	**298 440**

9.1.6 Municipal Running Costs

Municipal running costs comprises of costs of administration and other costs. These are budgeted for per line item as per the mSCOA Expenditure Segment

9.1.7 Inventory

Inventory excludes bulk purchases as these are classified separately. As such inventory includes all stores materials necessary for service provision and delivery and utilised for capital and operational projects.

9.1.8 Grants and Subsidies Made

The municipality make grants and subsidies for worthy causes that supports the vision of the municipality of being the entertainment destination, as embraced in the Tourism Strategy of the Municipality. Destination tourism with events as attraction has shown a great potential in marketing the city.

The municipality has supported 3 major events and various other minor events over the past three years. At the same time, the municipality has its own event known as the Diamond and Dorings, which had been running for almost 20 years in succession. Table SA21 provides a

detail of some events sponsored by the municipality as well as other sporting and cultural activities preferred for sponsoring in the 2019/2020 MTREF.

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Transfers to Organisations											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		2 124	2 500	2 730	3 000	2 000	2 000	–	2 500	2 500	2 500
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		1 381	2 484	2 720	2 500	2 500	2 500	1 498	2 500	2 500	2 500
Non-Prof:Oth Institut/Gariep		1 300	1 500	1 600	1 700	–	–	–	–	–	–
Non-Prof:Oth Institut/Sport Council		120	–	–	–	–	–	–	–	–	–
Non-Prof:Other Institutions/Spca		1 700	1 500	1 600	1 700	1 700	1 700	1 700	2 000	2 000	2 000
Total Cash Transfers To Organisations		**6 625**	**7 984**	**8 650**	**8 900**	**6 200**	**6 200**	**3 198**	**7 000**	**7 000**	**7 000**
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Housing - Individual Supp		–	–	539	600	600	600	100	500	530	559
Hh Ssp Soc Ass: Grant In Aid		–	–	136	170	170	170	45	170	180	190
Total Cash Transfers To Groups Of Individuals:		**–**	**–**	**675**	**770**	**770**	**770**	**145**	**670**	**710**	**749**
TOTAL CASH TRANSFERS AND GRANTS	6	**6 625**	**7 984**	**9 325**	**9 670**	**6 970**	**6 970**	**3 342**	**7 670**	**7 710**	**7 749**

The municipality's expenditure for the 2019/2020 budget and MTREF is informed by the following:

- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits set by realistic and realisable revenue levels
- The municipality's asset renewal strategy and its medium to long term asset repairs and maintenance goals,
- Relevant (budget and other) legislative imperatives,
- and Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

In addition, a differentiated budgeting approach for the 2018/19 MTREF was adopted. The principles of cost containment and elimination of wasteful expenditure, reprioritisation of spending and attainment of savings, i.e. effectively a zero-based budgeting approach, were the technical themes of the budget.

The following table presents the operational expenditure by type for 2019/20 to 2021/22.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type								
Employee related costs	2	716 652	698 652	698 652	435 142	770 966	818 205	864 258
Remuneration of councillors		29 335	29 685	29 685	17 901	31 753	33 817	35 846
Debt impairment	3	227 000	207 000	207 000	207 000	226 000	240 800	259 984
Depreciation & asset impairment	2	69 250	69 250	69 250	–	71 600	76 724	81 747
Finance charges		25 799	26 299	26 299	13 138	24 661	23 543	22 343
Bulk purchases	2	552 500	566 500	566 500	362 071	617 500	669 370	709 325
Other materials	8	170 612	172 946	172 946	104 520	191 225	178 868	195 314
Contracted services		50 901	43 711	43 711	27 465	51 605	54 694	57 697
Transfers and subsidies		9 670	6 970	6 970	3 342	7 670	7 710	7 749
Other expenditure	4, 5	195 138	179 929	179 929	119 587	201 231	215 276	223 274
Loss on disposal of PPE		–	–	–	–	–	–	–
Total Expenditure		**2 046 856**	**2 000 941**	**2 000 941**	**1 290 166**	**2 194 210**	**2 319 006**	**2 457 537**

9.1.9 Analysis of Expenditure Budget – year on year

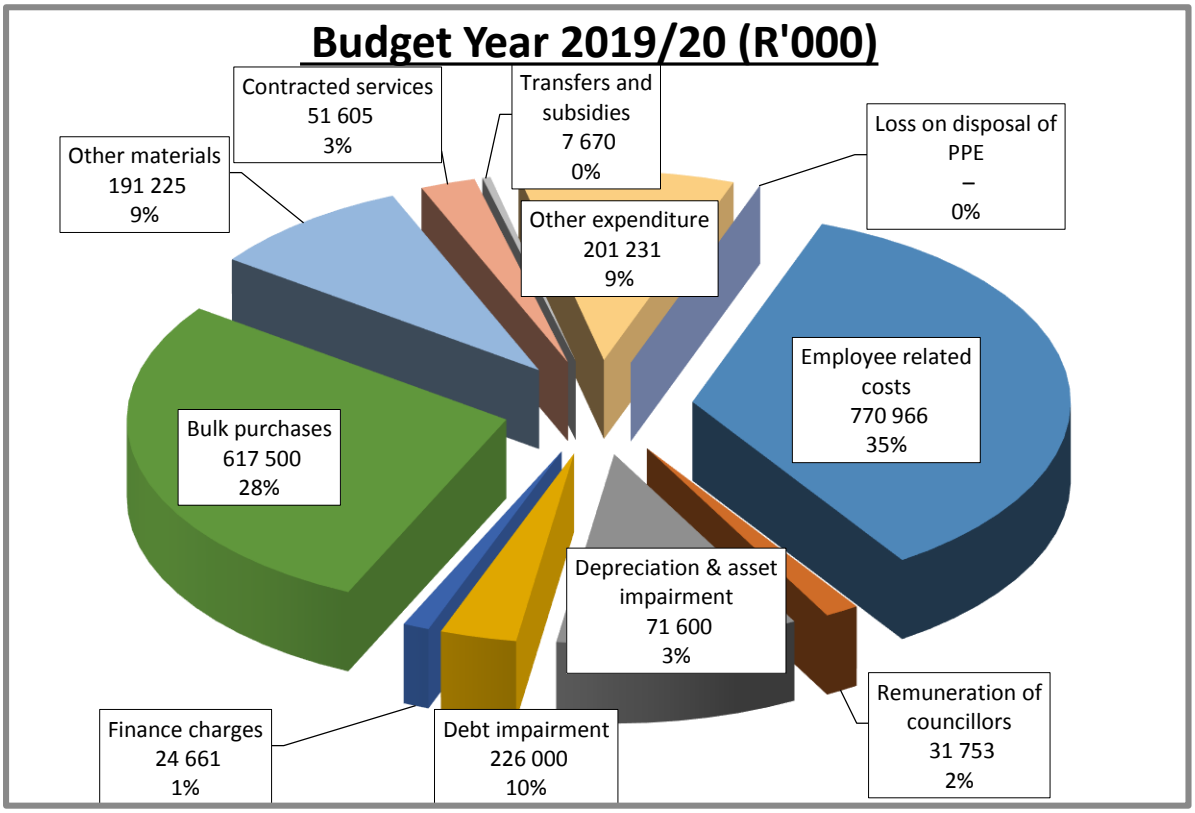
NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Weighting %	Budget Year 2019/20	Weighting %	Budget Year +1 2020/21	Weighting %	Budget Year +2 2021/22	Weighting %
Expenditure By Type								
Employee related costs	698 652	35%	770 966	35%	818 205	35%	864 258	35%
Remuneration of councillors	29 685	1%	31 753	1%	33 817	1%	35 846	1%
Debt impairment	207 000	10%	226 000	10%	240 800	10%	259 984	11%
Depreciation & asset impairment	69 250	3%	71 600	3%	76 724	3%	81 747	3%
Finance charges	26 299	1%	24 661	1%	23 543	1%	22 343	1%
Bulk purchases	566 500	28%	617 500	28%	669 370	29%	709 325	29%
Other materials	172 946	9%	191 225	9%	178 868	8%	195 314	8%
Contracted services	43 711	2%	51 605	2%	54 694	2%	57 697	2%
Transfers and grants	6 970	0%	7 670	0%	7 710	0%	7 749	0%
Other expenditure	179 929	9%	201 231	9%	215 276	9%	223 274	9%
Loss on disposal of PPE	–	0%	–	0%	–	0%	–	0%
Total Expenditure	**2 000 941**	**100%**	**2 194 210**	**100%**	**2 319 006**	**100%**	**2 457 537**	**100%**

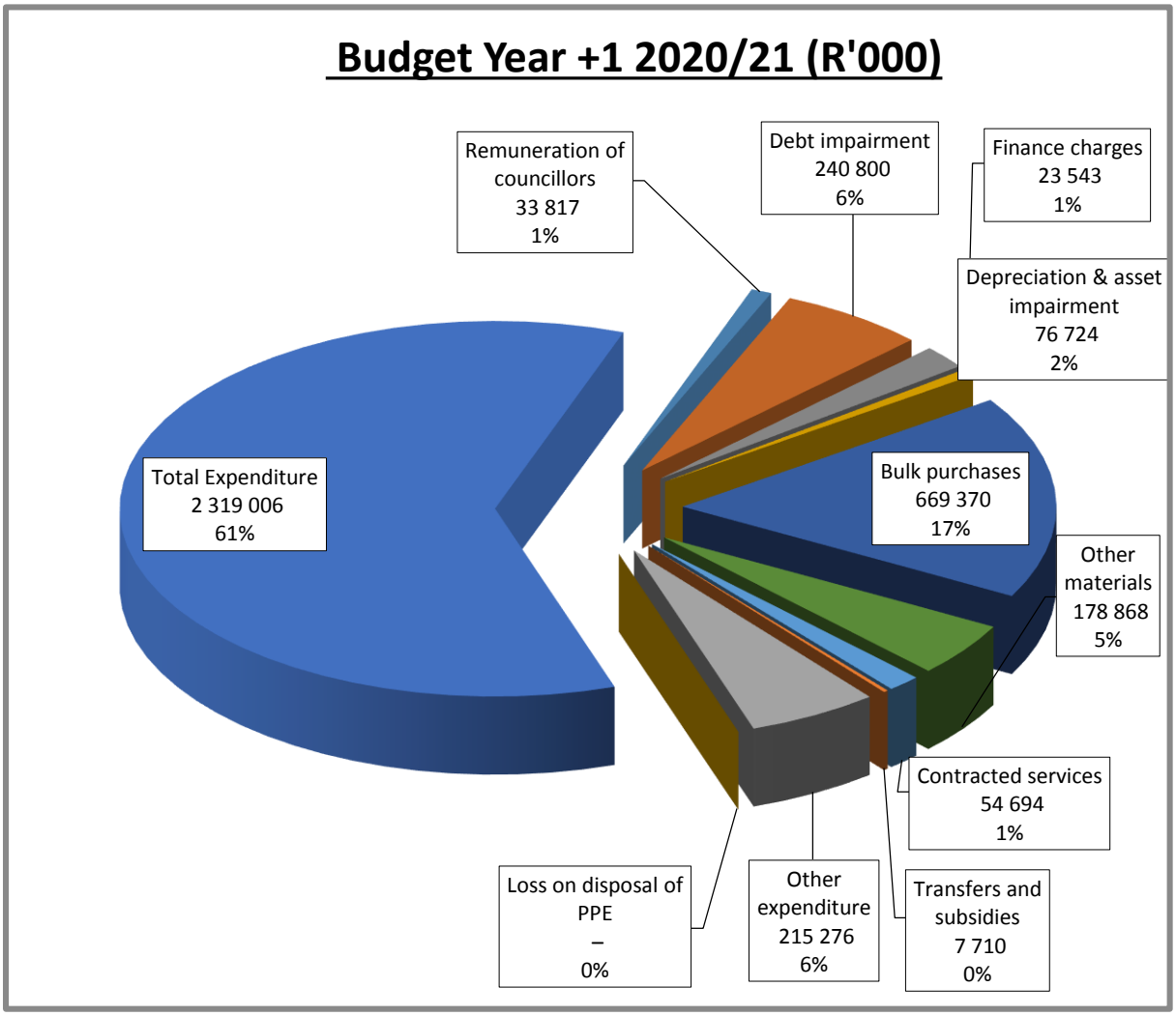
The above table further indicates the ratio of each expenditure by type against overall expenditure budget. The employee costs remain 35% of the total operational budget, whilst materials and contracted services amounts to 9%, and bulk purchases at 28%. Municipal running costs as indicated by other expenditure comprises 11% of the budget. Municipal running costs are critical for service delivery.

The municipality has adopted a new organogram with 2 701 positions established. Only 1785 of these positions were filled as at 28 February 2018. During October 2017, input was received from the Executive recommending organisational renewal with emphasis on service delivery, efficiencies, and compliance, as we move towards a clean audit.

Management is still considering these inputs and will of cause influence the budget process of the next MTREF being 2019/20 to 2020/21.

Maintenance of existing infrastructure is critical. Though there are no maintenance plans in place, the development of sector plans will now enable the engineers to plan thoroughly the asset replacement, maintenance and new installations. The municipality has been increasing the maintenance budget over the years, and the target of 8% which is also in line with norms and standards circular of ratios, has been achieved. Put differently, the maintenance expenditure per annum must be 10% of the total asset value of the previous audited financial statements.




Budget Year +1 2020/21 (R'000)
Remuneration of councillors 33 817 1%
Debt impairment 240 800 6%
Finance charges 23 543 1%
Depreciation & asset impairment 76 724 2%
Total Expenditure 2 319 006 61%
Bulk purchases 669 370 17%
Other materials 178 868 5%
Contracted services 54 694 1%
Loss on disposal of PPE – 0%
Other expenditure 215 276 6%
Transfers and subsidies 7 710 0%

9.1.10 Cost containment strategies

The municipality has taken note of cost containment draft regulations as well as MFMA Circular 82, on cost containment. The following are incorporated in the budget assumptions:

Travel and accommodation: that travelling must be absolutely necessary. Attendance of conferences and seminars that are paid for will be approved by the relevant Executive Director or Municipal Manager, and this must be linked to skills development and capacitation of the individual. All seminars or conferences must earn the attendee a minimum of 2 CPD points. A year plan will be instituted whereby the movement of staff will be monitored and controlled.

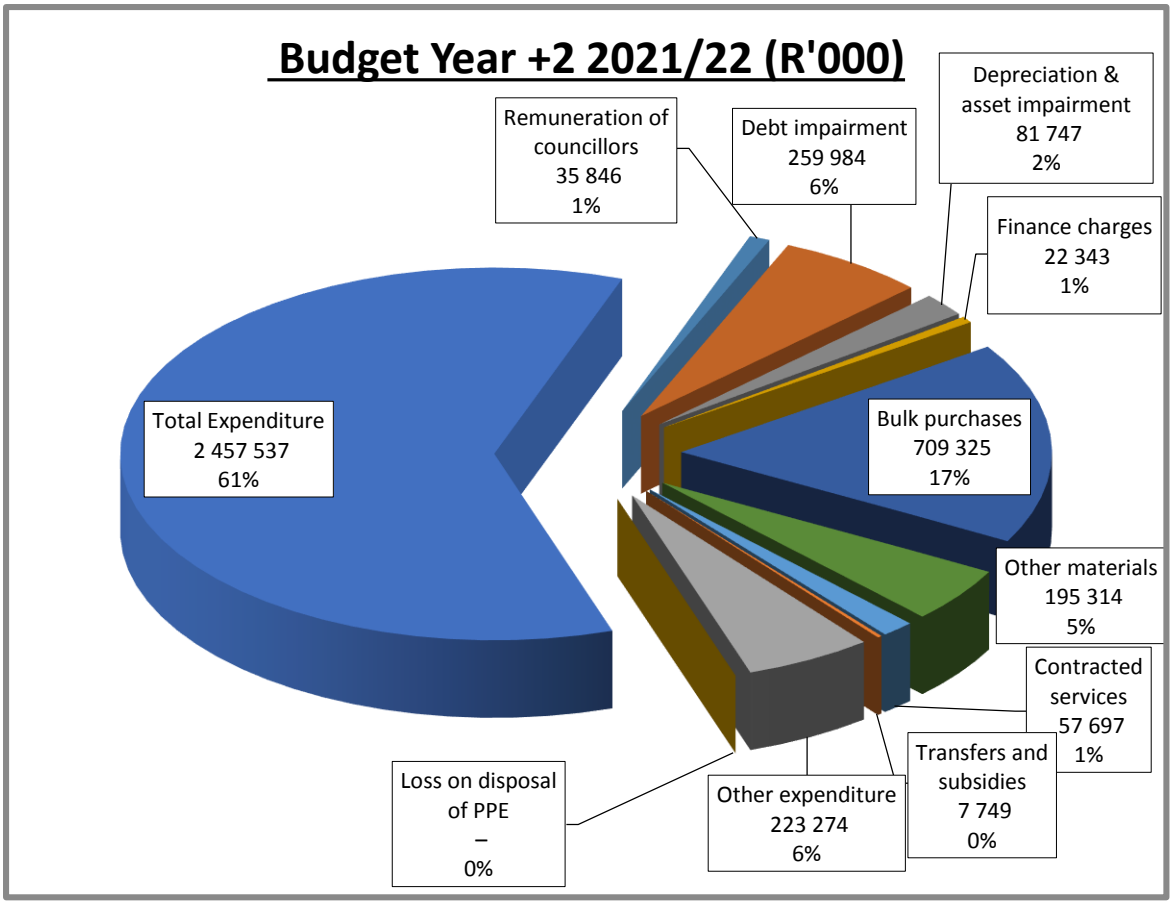
Newspapers: it will be encouraged that politicians and senior management rather subscribe for access to daily and weekend newspaper. Each person will choose between a local daily newspaper and national newspaper, and one weekend newspaper. This will save costs of overtime for those whose papers are delivered by the messengers as well as the costs of subscription are far less than the costs of newspaper delivered.

All office telephones will come pre-loaded with the budget and differentiation will be made between officials whose work entail inbound and outbound, internal only, cellphone etc. employees who exceed their budget allocations will have their statements scrutinised and

identify private calls from the detailed call list. Should the private calls be more than the official calls, no adjustment will be made and the employee may be called in for disciplinary proceedings for abuse of privileges.

The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle. It was further alleged that employees have tendencies of syphoning fuel out of vehicles and sell it. There have been improvements on reports about municipal vehicles that are driving all over the city. Constant monitoring on the condition and maintenance of the fleet is exercised.

Purchase of furniture and the replacement of tools of trade such as computers, printers and switching between laptops and desktops are now under scrutiny. The asset condition must be analysed first, and efforts must be made to identify another user within the organisation prior to replacing and disposing off the asset.


Budget Year +2 2021/22 (R'000)
Remuneration of councillors 35 846 1%
Debt impairment 259 984 6%
Depreciation & asset impairment 81 747 2%
Finance charges 22 343 1%
Total Expenditure 2 457 537 61%
Bulk purchases 709 325 17%
Other materials 195 314 5%
Contracted services 57 697 1%
Transfers and subsidies 7 749 0%
Other expenditure 223 274 6%
Loss on disposal of PPE – 0%

9.1.11 Debt Recovery Project

With increasing financial pressures on household's income, the non-payment of municipal debt is becoming a threat to the going concern ability, as well as sustainability of service provision. Municipalities are already faced with the situation or eroding gross profit margins as a result of increasing cost of sales, being costs of bulk for trading services. The growth in demand for

services leaves no choice to municipalities but to increase its capacity to deal with the demand, both in terms of infrastructure and human resources.

The efforts of prevention of debt accumulation through implementation of credit control actions seem inadequate as people fall into arrears and default regularly on their own arrangements. It is for this reason that the municipality resolved to co-source the services of debt collecting agent.

The debt collecting agents are experts and specialise in this function. They had already invested on technology and systems and the economies of scale reduce the costs per debtor. The advantage of co-sourcing debt collection agent are as follows;

- Use of in-house resources in the process of debt collection, thus reducing other costs associated with setting up call centres
- Skills transfer becomes implementable as after the contract expires, the agents who served under the supervision of the debt collection company can continue with the task, thus ensuring continuity beyond the contract period
- The municipality avoids the costs of systems and may enter into a new Service Level Agreement for License-Ware, thus ensuring sustainability of the project and collection ratio
- Saving costs of debt collection as the faster the debt is paid, the lower the collection costs to be borne by the municipality
- Reduction of arrears is the ultimate benefit as debtors convert into cash. This enables the municipality to be stronger in terms of solvency and there will be an increased capacity to contribute to Municipal Infrastructure Investment Framework and to the Spatial Development Framework of the municipality

The municipality had appointed NICS for this purpose and the project had resumed. Detailed progress report shall be provided as we finalise the budget. No revenue has been budgeted from overdue accounts and the assumptions for debt collection are excluding the impact of this project as such.

9.1.12 Municipal Functional Classification (MFMA Vote)

The municipality generates revenue from various sources managed within votes, as represented by directorates. In its vote structure, the municipality has the following directorates, which are also a presentation of revenue by municipal functional classification.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

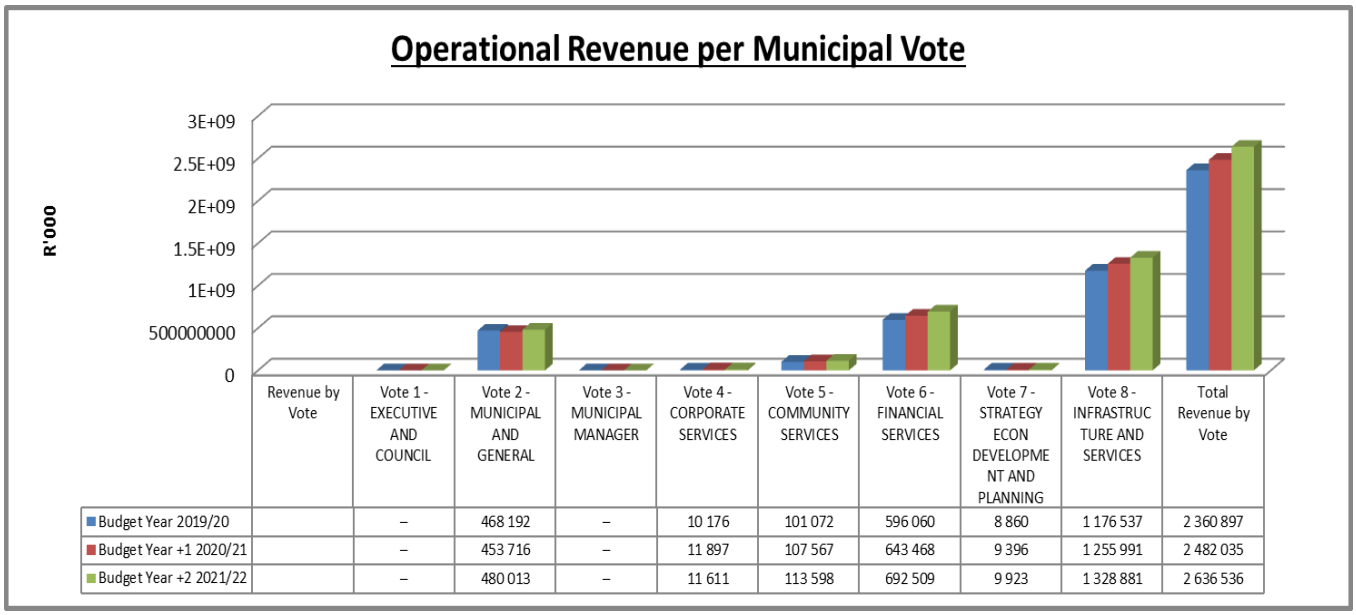
Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Governance and administration		862 314	839 882	1 012 732	1 119 176	1 040 797	1 040 797	1 074 878	1 109 558	1 184 636
Executive and council		362 563	361 481	492 849	554 304	472 784	472 784	468 192	453 716	480 013
Finance and administration		499 751	478 401	519 882	564 872	568 013	568 013	606 686	655 842	704 623
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		23 269	24 656	23 615	26 995	26 995	26 995	25 995	27 380	28 431
Community and social services		9 702	11 418	9 900	12 644	12 644	12 644	11 008	11 686	11 873
Sport and recreation		3 869	3 276	3 615	3 710	3 710	3 710	3 730	3 975	4 194
Public safety		140	195	253	170	170	170	285	302	319
Housing		9 529	9 692	9 790	10 401	10 401	10 401	10 901	11 343	11 967
Health		30	75	58	70	70	70	70	74	78
Economic and environmental services		12 721	22 381	25 773	19 426	17 158	17 158	18 223	19 323	20 398
Planning and development		2 722	2 575	4 627	6 511	4 243	4 243	3 923	4 163	4 402
Road transport		9 998	19 807	21 145	12 915	12 915	12 915	14 300	15 160	15 996
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		943 139	1 004 389	1 079 647	1 165 163	1 083 963	1 083 963	1 232 289	1 315 742	1 392 487
Energy sources		595 477	618 301	663 235	740 342	630 342	630 342	777 527	833 520	877 073
Water management		223 498	255 594	283 299	288 458	299 458	299 458	306 392	324 368	347 336
Waste water management		70 994	74 755	75 664	75 813	80 813	80 813	81 517	86 546	92 278
Waste management		53 171	55 739	57 449	60 550	73 350	73 350	66 853	71 308	75 800
Other	4	13 102	13 668	14 909	8 142	8 142	8 142	9 512	10 032	10 584
Total Revenue - Functional	2	1 854 546	1 904 976	2 156 676	2 338 902	2 177 055	2 177 055	2 360 897	2 482 035	2 636 536

In each vote, there are various cost centres or business units under the purview of a Manager responsible, such as Chief Town Planner, Revenue Management and Billing etc. a cost centre may be further broken down into sections, under the supervision of Sectional Head overseeing a specific function.

The table below represents revenue by vote:

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		395 258	400 430	492 849	554 304	472 784	472 784	468 192	453 716	480 013
Vote 03 - Municipal Manager		–	–	2 037	2 268	–	–	–	–	–
Vote 04 - Corporate Services		2 706	5 358	4 553	7 564	10 705	10 705	10 176	11 897	11 611
Vote 05 - Community Services		75 499	89 884	103 311	93 894	106 694	106 694	101 072	107 567	113 598
Vote 06 - Financial Services		496 684	472 723	514 881	556 928	556 928	556 928	596 060	643 468	692 509
Vote 07 - Strategy Econ Development And Planning		7 185	6 640	6 861	8 895	8 895	8 895	8 860	9 396	9 923
Vote 08 - Infrastructure And Services		877 213	929 941	1 032 183	1 115 049	1 021 049	1 021 049	1 176 537	1 255 991	1 328 881
Total Revenue by Vote	2	1 854 546	1 904 976	2 156 676	2 338 902	2 177 055	2 177 055	2 360 897	2 482 035	2 636 536


Operational Revenue per Municipal Vote
R'000
3E+09
2.5E+09
2E+09
1.5E+09
1E+09
500000000
0
Revenue by Vote
Vote 1 - EXECUTIVE AND COUNCIL
Vote 2 - MUNICIPAL AND GENERAL
Vote 3 - MUNICIPAL MANAGER
Vote 4 - CORPORATE SERVICES
Vote 5 - COMMUNITY SERVICES
Vote 6 - FINANCIAL SERVICES
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING
Vote 8 - INFRASTRUCTURE AND SERVICES
Total Revenue by Vote
Budget Year 2019/20 – 468 192 – 10 176 101 072 596 060 8 860 1 176 537 2 360 897
Budget Year +1 2020/21 – 453 716 – 11 897 107 567 643 468 9 396 1 255 991 2 482 035
Budget Year +2 2021/22 – 480 013 – 11 611 113 598 692 509 9 923 1 328 881 2 636 536

9.1.13 Revenue by GFS

The municipality performs core and non-core functions which both have a potential of revenue generation, directly or indirectly. The Government Financial Statistics classifies functions into core and non-core. Core functions are defined as those municipal functions that are critical and closely related to the mandate of local government as contained in the constitution of the Republic of South Africa. The non-core functions are those that are considered outside the normal activities and are incidental by nature. For the purpose of this report, there is no distinction between core and non-core functions. Revenue is reported by GFS as per table A3 of the Budget Statement.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Governance and administration		862 314	839 882	1 012 732	1 119 176	1 040 797	1 040 797	1 074 878	1 109 558	1 184 636
Executive and council		362 563	361 481	492 849	554 304	472 784	472 784	468 192	453 716	480 013
Finance and administration		499 751	478 401	519 882	564 872	568 013	568 013	606 686	655 842	704 623
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		23 269	24 656	23 615	26 995	26 995	26 995	25 995	27 380	28 431
Community and social services		9 702	11 418	9 900	12 644	12 644	12 644	11 008	11 686	11 873
Sport and recreation		3 869	3 276	3 615	3 710	3 710	3 710	3 730	3 975	4 194
Public safety		140	195	253	170	170	170	285	302	319
Housing		9 529	9 692	9 790	10 401	10 401	10 401	10 901	11 343	11 967
Health		30	75	58	70	70	70	70	74	78
Economic and environmental services		12 721	22 381	25 773	19 426	17 158	17 158	18 223	19 323	20 398
Planning and development		2 722	2 575	4 627	6 511	4 243	4 243	3 923	4 163	4 402
Road transport		9 998	19 807	21 145	12 915	12 915	12 915	14 300	15 160	15 996
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		943 139	1 004 389	1 079 647	1 165 163	1 083 963	1 083 963	1 232 289	1 315 742	1 392 487
Energy sources		595 477	618 301	663 235	740 342	630 342	630 342	777 527	833 520	877 073
Water management		223 498	255 594	283 299	288 458	299 458	299 458	306 392	324 368	347 336
Waste water management		70 994	74 755	75 664	75 813	80 813	80 813	81 517	86 546	92 278
Waste management		53 171	55 739	57 449	60 550	73 350	73 350	66 853	71 308	75 800
Other	4	13 102	13 668	14 909	8 142	8 142	8 142	9 512	10 032	10 584
Total Revenue - Functional	2	1 854 546	1 904 976	2 156 676	2 338 902	2 177 055	2 177 055	2 360 897	2 482 035	2 636 536

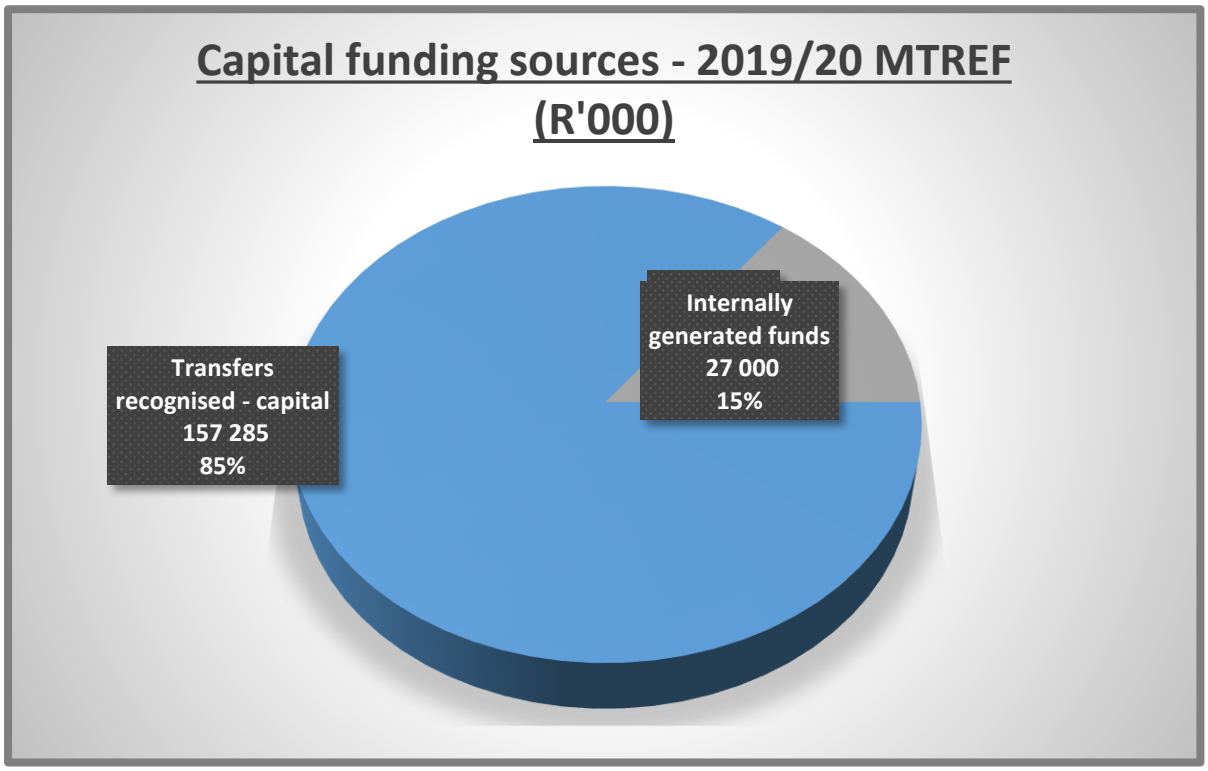
10. Capital Plan and Budgeting

The Municipal Capital Plan comprises planned projects ranging from upgrade of existing infrastructure, refurbishment and new assets. A detailed project list is set out in Supporting Table SA36.

10.1 Funding the capital plan

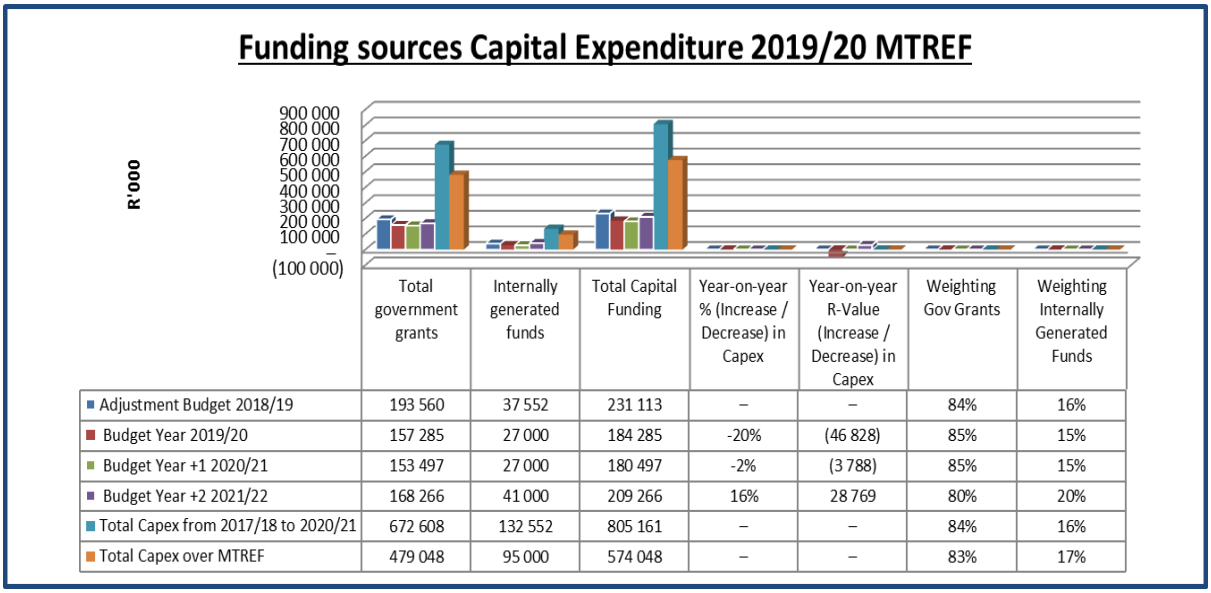
The table below presents the funding available for the capital plan 2019/2020.

Funding sources of capex	2019/20 Medium Term Revenue & Expenditure Framework		
	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	R'000	R'000	R'000
Funded by:			
National Government	157 285	153 497	168 266
Provincial Government	–		
Transfers recognised - capital	**157 285**	**153 497**	**168 266**
Borrowing	–		
Internally generated funds	27 000	27 000	41 000
Total Capital Funding	**184 285**	**180 497**	**209 266**


Capital funding sources - 2019/20 MTREF (R'000)
Internally generated funds 27 000 15%
Transfers recognised - capital 157 285 85%

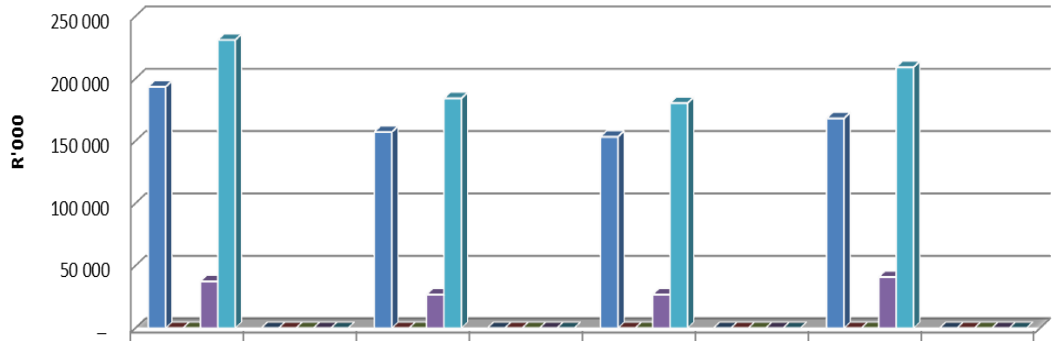
10.2 Capital plan by funding source

Funding sources of capex	2019/20 Medium Term Revenue & Expenditure Framework					
	Adjustment Budget 2018/19	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Total Capex from 2017/18 to 2020/21	Total Capex over MTREF
	R'000	R'000	R'000	R'000	R'000	R'000
Total Capital Budget	**231 113**	**184 285**	**180 497**	**209 266**	**805 161**	**574 048**
Total government grants	193 560	157 285	153 497	168 266	672 608	479 048
Internally generated funds	37 552	27 000	27 000	41 000	132 552	95 000
Total Capital Funding	**231 113**	**184 285**	**180 497**	**209 266**	**805 161**	**574 048**
Year-on-year % (Increase / Decrease) in Capex	**–**	**-20%**	**-2%**	**16%**	**–**	**–**
Year-on-year R-Value (Increase / Decrease) in Capex	**–**	**(46 828)**	**(3 788)**	**28 769**	**–**	**–**
Weighting Gov Grants	84%	85%	85%	80%	84%	83%
Weighting Internally Generated Funds	16%	15%	15%	20%	16%	17%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**


Funding sources Capital Expenditure 2019/20 MTREF
R'000
900 000
800 000
700 000
600 000
500 000
400 000
300 000
200 000
100 000
–
(100 000)
Total government grants
Internally generated funds
Total Capital Funding
Year-on-year % (Increase / Decrease) in Capex
Year-on-year R-Value (Increase / Decrease) in Capex
Weighting Gov Grants
Weighting Internally Generated Funds
Adjustment Budget 2018/19 193 560 37 552 231 113 – – 84% 16%
Budget Year 2019/20 157 285 27 000 184 285 -20% (46 828) 85% 15%
Budget Year +1 2020/21 153 497 27 000 180 497 -2% (3 788) 85% 15%
Budget Year +2 2021/22 168 266 41 000 209 266 16% 28 769 80% 20%
Total Capex from 2017/18 to 2020/21 672 608 132 552 805 161 – – 84% 16%
Total Capex over MTREF 479 048 95 000 574 048 – – 83% 17%

Capex MTREF 2018/19	Adjusted Budget 2018/19	%Weighting 2018/19	Budget Year 2019/20	%Weighting 2019/20	Budget Year +1 2020/21	%Weighting 2020/21	Budget Year +2 2021/22	%Weighting 2021/22
Total government grants	193 560	84%	157 285	85%	153 497	85%	168 266	80%
Other transfers and grants	–	0%	–	0%	–	0%	–	0%
Borrowing	–	0%	–	0%	–	0%	–	0%
Internally generated funds	37 552	16%	27 000	15%	27 000	15%	41 000	20%
Total Capital Funding	**231 113**	**100%**	**184 285**	**100%**	**180 497**	**100%**	**209 266**	**100%**

Capex Funding Sources MTREF 2019/20 - 2021/22

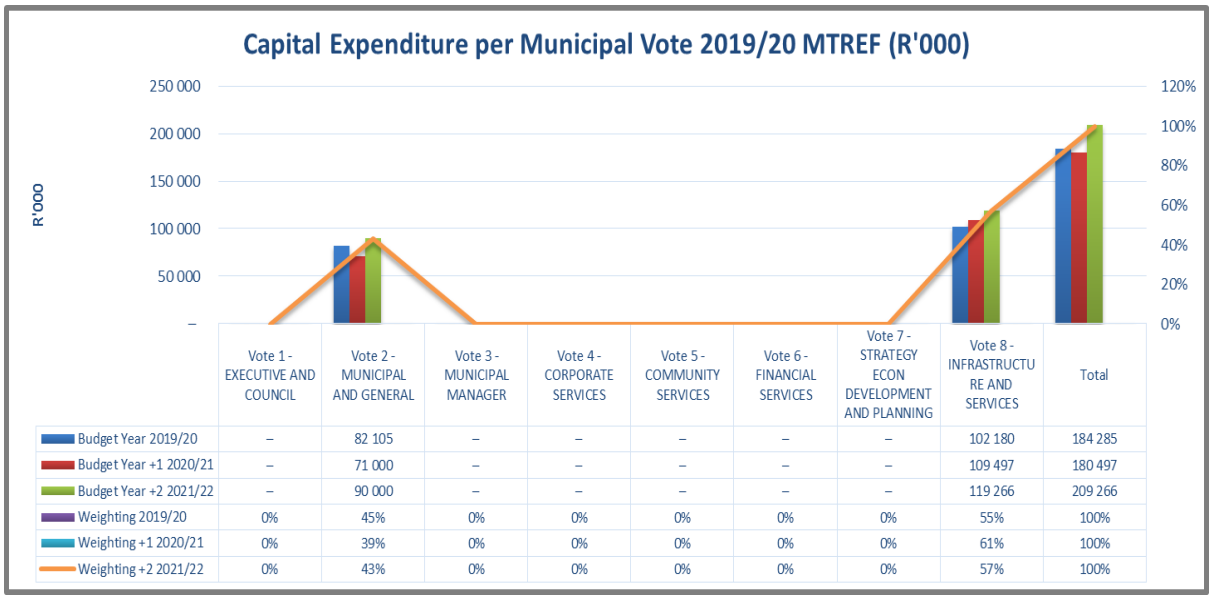


	Adjusted Budget 2018/19	% Weighting 2018/19	Budget Year 2019/20	% Weighting 2019/20	Budget Year +1 2020/21	% Weighting 2020/21	Budget Year +2 2021/22	% Weighting 2021/22
Total government grants	193 560	84%	157 285	85%	153 497	85%	168 266	80%
Other transfers and grants	–	0%	–	0%	–	0%	–	0%
Borrowing	–	0%	–	0%	–	0%	–	0%
Internally generated funds	37 552	16%	27 000	15%	27 000	15%	41 000	20%
Total Capital Funding	231 113	100%	184 285	100%	180 497	100%	209 266	100%

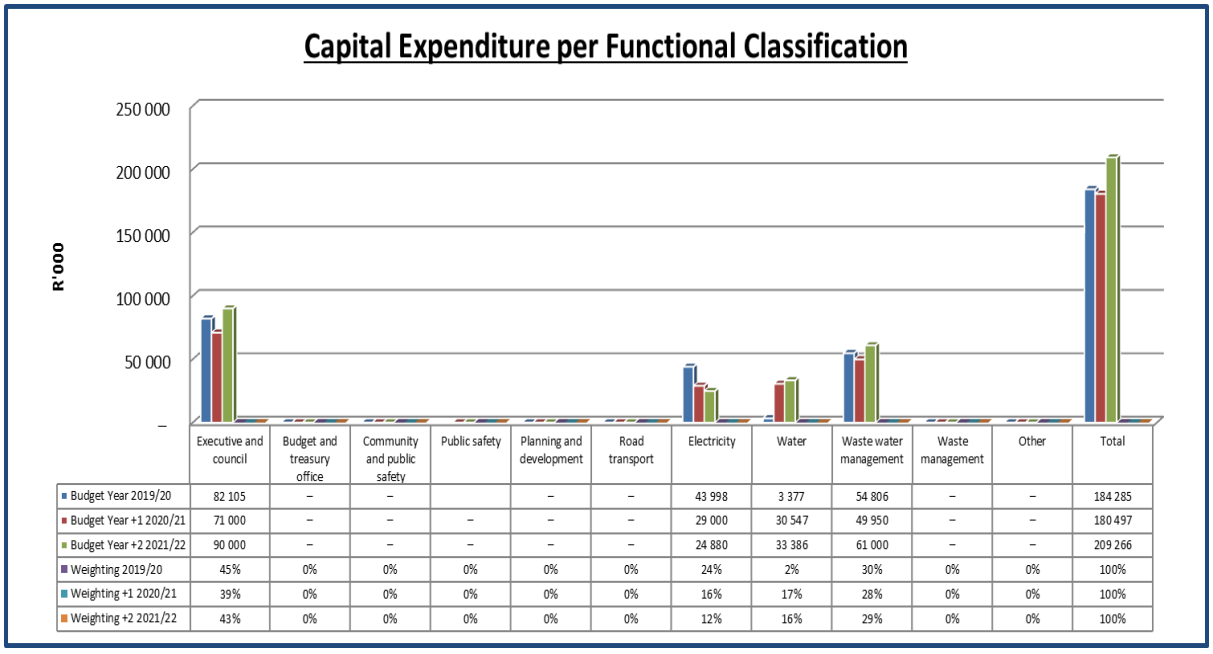
10.3 Capital plan by Municipal Functional Classification (MFMA vote)

Vote Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Vote								
Multi-year expenditure *to be appropriated*	2							
Vote 01 - Executive & Council		–	–	–	–	–	–	–
Vote 02 - Municipal And General		177 796	81 161	81 161	36 627	68 668	71 000	90 000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		81 393	101 823	101 823	51 521	16 000	34 547	41 110
Capital multi-year expenditure sub-total	7	**259 189**	**182 984**	**182 984**	**88 147**	**84 668**	**105 547**	**131 110**
Single-year expenditure *to be appropriated*	2							
Vote 01 - Executive & Council		–	–	–	–	–	–	–
Vote 02 - Municipal And General		7 715	9 190	9 190	4 246	13 436	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		66 337	38 939	38 939	5 832	86 180	74 950	78 156
Capital single-year expenditure sub-total		**74 052**	**48 129**	**48 129**	**10 078**	**99 617**	**74 950**	**78 156**
Total Capital Expenditure - Vote		**333 241**	**231 113**	**231 113**	**98 225**	**184 285**	**180 497**	**209 266**
Capital Expenditure - Functional								
Governance and administration		**185 511**	**90 351**	**90 351**	**40 872**	**82 105**	**71 000**	**90 000**
Executive and council		185 511	90 351	90 351	40 872	82 105	71 000	90 000
Finance and administration								
Internal audit								
Community and public safety		**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services								
Sport and recreation								
Public safety								
Housing								
Health								
Economic and environmental services		**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning and development								
Road transport								
Environmental protection								
Trading services		**147 730**	**140 762**	**140 762**	**57 353**	**102 180**	**109 497**	**119 266**
Energy sources		53 997	47 997	47 997	17 003	43 998	29 000	24 880
Water management		55 932	41 450	41 450	20 416	3 377	30 547	33 386
Waste water management		37 801	51 315	51 315	19 934	54 806	49 950	61 000
Waste management		–	–	–	–	–	–	–
Other								
Total Capital Expenditure - Functional	3	**333 241**	**231 113**	**231 113**	**98 225**	**184 285**	**180 497**	**209 266**
Funded by:								
National Government		296 795	193 560	193 560	83 849	157 285	153 497	168 266
Provincial Government		–	–	–	–	–	–	–
District Municipality								
Other transfers and grants								
Transfers recognised - capital	4	**296 795**	**193 560**	**193 560**	**83 849**	**157 285**	**153 497**	**168 266**
Borrowing	6							
Internally generated funds		36 446	37 552	37 552	14 375	27 000	27 000	41 000
Total Capital Funding	7	**333 241**	**231 113**	**231 113**	**98 225**	**184 285**	**180 497**	**209 266**

Vote Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Vote								
Multi-year expenditure *to be appropriated*	2							
Vote 01 - Executive & Council		–	–	–	–	–	–	–
Vote 02 - Municipal And General		177 796	81 161	81 161	36 627	68 668	71 000	90 000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		81 393	101 823	101 823	51 521	16 000	34 547	41 110
Capital multi-year expenditure sub-total	7	**259 189**	**182 984**	**182 984**	**88 147**	**84 668**	**105 547**	**131 110**
Single-year expenditure *to be appropriated*	2							
Vote 01 - Executive & Council		–	–	–	–	–	–	–
Vote 02 - Municipal And General		7 715	9 190	9 190	4 246	13 436	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		66 337	38 939	38 939	5 832	86 180	74 950	78 156
Capital single-year expenditure sub-total		**74 052**	**48 129**	**48 129**	**10 078**	**99 617**	**74 950**	**78 156**
Total Capital Expenditure - Vote		**333 241**	**231 113**	**231 113**	**98 225**	**184 285**	**180 497**	**209 266**


Capital Expenditure per Municipal Vote 2019/20 MTREF (R'000)
R'000
250 000
200 000
150 000
100 000
50 000
–
120%
100%
80%
60%
40%
20%
0%
Vote 1 - EXECUTIVE AND COUNCIL
Vote 2 - MUNICIPAL AND GENERAL
Vote 3 - MUNICIPAL MANAGER
Vote 4 - CORPORATE SERVICES
Vote 5 - COMMUNITY SERVICES
Vote 6 - FINANCIAL SERVICES
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING
Vote 8 - INFRASTRUCTURE AND SERVICES
Total
Budget Year 2019/20 – 82 105 – – – – – 102 180 184 285
Budget Year +1 2020/21 – 71 000 – – – – – 109 497 180 497
Budget Year +2 2021/22 – 90 000 – – – – – 119 266 209 266
Weighting 2019/20 0% 45% 0% 0% 0% 0% 0% 55% 100%
Weighting +1 2020/21 0% 39% 0% 0% 0% 0% 0% 61% 100%
Weighting +2 2021/22 0% 43% 0% 0% 0% 0% 0% 57% 100%

Capital Expenditure - Standard	2019/20 Medium Term Revenue & Expenditure Framework			Weighting	Weighting	Weighting
	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	2019/20	+1 2020/21	+2 2021/22
Executive and council	82 105	71 000	90 000	45%	39%	43%
Budget and treasury office	–	–	–	0%	0%	0%
Community and public safety	–	–	–	0%	0%	0%
Planning and development	–	–	–	0%	0%	0%
Road transport	–	–	–	0%	0%	0%
Electricity	43 998	29 000	24 880	24%	16%	12%
Water	3 377	30 547	33 386	2%	17%	16%
Waste water management	54 806	49 950	61 000	30%	28%	29%
Waste management	–	–	–	0%	0%	0%
Other	–	–	–	0%	0%	0%
Total	**184 285**	**180 497**	**209 266**	**100%**	**100%**	**100%**


Capital Expenditure per Functional Classification
R'000
250 000
200 000
150 000
100 000
50 000
–
Executive and council
Budget and treasury office
Community and public safety
Public safety
Planning and development
Road transport
Electricity
Water
Waste water management
Waste management
Other
Total
Budget Year 2019/20 82 105 – – – – 43 998 3 377 54 806 – – 184 285
Budget Year +1 2020/21 71 000 – – – – – 29 000 30 547 49 950 – – 180 497
Budget Year +2 2021/22 90 000 – – – – – 24 880 33 386 61 000 – – 209 266
Weighting 2019/20 45% 0% 0% 0% 0% 0% 24% 2% 30% 0% 0% 100%
Weighting +1 2020/21 39% 0% 0% 0% 0% 0% 16% 17% 28% 0% 0% 100%
Weighting +2 2021/22 43% 0% 0% 0% 0% 0% 12% 16% 29% 0% 0% 100%

10.4 Capital plan by project

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget				
Municipal Vote/Capital project	Program/Project description	2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:				
List all capital projects grouped by Municipal Vote				
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Roads Infrastructure:Roads	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Storm Water Infrastructure:Storm	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Upgrading:Roads Infrastructure:Roads	53 436	55 000	55 000
Finance And Administration	Capital:Infrastructure:New:Storm Water Infrastructure:Storm Water Conve	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal:Community Assets:Commur	–	–	–
Finance And Administration	-Infrastructure:Existing:Renewal:Community Assets:Sport And Recreatio	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Commu	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Commu	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Computer Equipment	5 000	5 000	20 000
Finance And Administration	Capital:Non-Infrastructure:New:Furniture And Office Equipment	3 000	3 000	3 000
Finance And Administration	Capital:Non-Infrastructure:New:Heritage Assets:Monuments	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible Assets:Computer Software And	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible Assets:Unspecified	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Investment Properties:Revenue Generatir	2 000	2 000	2 000
Finance And Administration	Capital:Non-Infrastructure:New:Machinery And Equipment	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Transport Assets	6 000	6 000	10 000
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Other Assets:Operational B	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Community Assets:Community Facilities	12 668	–	–
Environmental Protection	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs	5 000	5 000	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Mv Swit	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	18 920	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	1 823	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	3 753	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	2 374	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	4 128	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	16 000	15 880
Energy Sources	Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Lv Netwo	5 000	5 000	6 000
Energy Sources	Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Capital Sp	3 000	3 000	3 000
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Reser	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Water	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Dam	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Wate	–	10 000	10 000
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Distr	3 000	3 000	3 000
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs	–	10 000	4 750
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs	–	–	1 406
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Pump Station	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains	377	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains	–	1 547	11 200
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Distribution	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Distribution Points	–	6 000	3 030
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Pump	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta	–	3 000	3 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta	5 000	20 000	20 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulatio	–	–	5 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulatio	–	15 000	25 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Waste Wa	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac	10 000	5 000	5 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Reticulat	–	6 950	3 000
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S	15 000	–	–
Waste Water Management	Capital:Infrastructure:New:Sanitation Infrastructure:Reticulation	24 806	–	–
Parent Capital expenditure		**184 285**	**180 497**	**209 266**

11. Long-term borrowing

The municipality has not taken any new long term borrowings in the current financial year. The table below indicates the balances as at 30 June 2018 and the projections for the current and the next MTREF.

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality										
Annuity and Bullet Loans		218 675	210 435	204 226	191 934	191 934	191 934	172 417	144 219	115 626
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	**218 675**	**210 435**	**204 226**	**191 934**	**191 934**	**191 934**	**172 417**	**144 219**	**115 626**
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Borrowing	1	**218 675**	**210 435**	**204 226**	**191 934**	**191 934**	**191 934**	**172 417**	**144 219**	**115 626**

12. Performance Management

The municipality has adopted a performance management system (PMS). The PMS requires that the Municipal Manager and all Senior Managers accountable to the Municipal Manager sign performance agreements annually in line with the IDP Review, the Budget and the SDBIP.

It is further expected that Senior Managers enter into performance contracts with the Divisional Managers (Managers reporting to Senior managers). The performance system is cascaded down to the entry level in the organisation.

The Municipal Manager, Senior Manager's and divisional heads are evaluated against the Key Performance Indicators and the job description for each incumbent.

Though the performance contracts of MM and Senior Managers include performance bonus, this is not budgeted for and has never been paid before.

PART 2

BUDGET SUPPORTING DOCUMENTATION

13. Overview of IDP and Annual Budget Process

The IDP 2017 to 2022 has been inspired by the declaration of the voices of the people of Africa and it is quoted as “We, the people of Africa and her Diaspora, united in diversity, young and old, men and women, girls and boys from all walks of life, deeply conscious of history, express our deep appreciation to all generations of Pan-Africanists.

In particular, to the founders of the Organisation of African Unity for having bequeathed us an Africa with exemplary successes in the fight against slavery, colonialism and apartheid. Agenda 2063, rooted in Pan Africanism and African Renaissance, provides a robust framework for addressing past injustices and the realisation of the 21st Century as the African Century.

This declaration led to the commitment of Africa to a new and noble initiative, with reviewed past plans and commitments and pledges to take into account lessons from the past as we implement Agenda 2063. The plans include: mobilization of the people and their ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres; the critical role of Regional Economic Communities as building blocks for continental unity; taking into account of the special challenges faced by both island and land-locked states; and holding ourselves and our governments and institutions accountable for results. Agenda 2063 will not happen spontaneously, it will require conscious and deliberate efforts to nurture a transformative leadership that will drive the agenda and defend Africa’s interests.

We rededicate ourselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.*

The office of the Presidency, Ministry of Planning, Monitoring and Evaluation developed a National Development Plan Vision 2030

The new vision of the municipality aligns very well with this commitment: Moving towards a leading and a modern city.

13.1 The Overview of the process and project prioritisation principle

The 2019/2020 Financial Year is the third year of the IDP Cycle 2017 to 2022. As such, the IDP Review Process focused mainly on mid-term performance of the IDP targets set for 2018/19, and the key priorities as set out for 2019/2020 and ensure that there is consenus in this regard and that the plan is funded accordingly.

The IDP Review and Budget Process is quite critical for transparency, inclusivity and participation of both internal and external stakeholders. The process outlines the current and future direction of the municipality and how this will be achieved in order to meet the constitutional obligations. IDP and Budgeting is about the choices that must be made between competing priorities under the prevailing fiscal realities.

The following is the legislative framework that informed the IDP Review and the Budget process:

- The Municipal Systems Act
- The Municipal Finanace Management Act
- Municipal Budget and Reporting Regulations
- The Municipal Structures Act

Section 21 of the MFMA requires that a time schedule setting out the process to draft the IDP and prepare the budget be tabled ten months before the start of the next financial year. The main aim of the timetable is to ensure integration between the Integrated Development Plan, the budget and allied process towards tabling a balanced and funded budget. The adoption of the 2018/2019 Medium Term Budget for the municipality took place on 31st of May 2017 and laid the foundation by which strategic functions within the municipality could apply sound financial planning and management over the medium to long term. It also facilitated the critical alignment of planning, budgeting and sustainable service delivery in line with the municipality's vision of becoming a leading and a modern city.

The purpose of the 2019/2020 Medium Term Budget is to comply with the Municipal Finance Management Act (No. 56 of 2003) and is a financial plan to enable the municipality to achieve its vision and mission through the IDP which is informed by the five year programme and community/stakeholder inputs. The tabled budget is the start of a journey towards the final budget for approval. It will include many processes both politically and administratively, amongst others, consultations with communities in the municipal area.

The IDP's strategic focus areas informed the development of the budget, in addition to assessing the relative capacity to implement the budget, taking affordability considerations into account. Further deliberations were held on the budget with a view to assessing the budget and reducing the deficit in order to ensure that the increases in rates and tariffs to balance the budget were restricted to an acceptable level. In order to address the concept of a credible and funded budget, an inflation related increase in service charges was agreed upon, as these

will ensure reasonable levels of tariffs and also to conform to National Treasury cost containment guidelines.

The only mechanism through which the needs of the municipality are identified and priorities set, is the Integrated Development Plan (IDP). The capital budget is then accordingly allocated to cover the higher priority projects in the IDP, taking into account funding availability and in cases where projects are grant funded, the conditions of the grant must be noted as per the applicable Division of Revenue Bill. A series of meetings were held to ensure that the budget is prioritized, balanced and aligned to Councils IDP. A review of the capital borrowings and capital spending took place, however, no decision has been made as yet on projects to be funded through approved long-term borrowing.

Capital budget allocations are often made at a project level through a prioritization process. In dealing with capital finance allocations, the municipality aimed to maintain a strategic balance between

- the social objective of eradicating service backlogs and providing infrastructure to the poor,
- the economic growth objective of providing infrastructure to support economic growth and increased municipal revenue, and
- the objective of providing for rehabilitation and/or replacement of existing assets that had reached the end of their useful lives.

The 2019/2020 and 2020/2021 Capital budgets as approved per the 2018/2019 MTREF was used as a base for prioritization. Projects with contractual commitments were given priority with funding being allocated to committed projects in the first instance. The impacts of projects expected to be rolled over from the 2018/2019 year was also considered. The line departments had to specify how the capital projects in their individual budgets were split among the five key focus areas i.e. social, economic, rehabilitation, environmental and administration. While the overall capital required was significantly more than the capital funding available, it was useful to analyse the difference in allocation between these categories.

During the prioritization process of the capital budget, the impact of capital projects on future operating budgets was assessed and considered prior to these projects being approved. Both the operating and capital budgets have been evaluated through a prioritisation mechanism that ensures alignment to the development strategy of the municipality.

13.2 The Political oversight

Section 53(1) (a) of the MFMA, states that, the Mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. The Executive Management Team and the Mayoral Committee advise Council accordingly. Political oversight of the budget process allows Government, and in particular,

the municipality to manage the tension between competing policy priorities and fiscal realities. The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. Strengthening the link between Government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all people within the municipality. The Executive Management Team has a significant role to play in the financial planning process.

13.3 Public participation and consultations with stakeholders

Local government policy and legislation put great emphasis on municipalities developing a culture of community participation and the creation of appropriate and relevant community participation mechanisms, processes and procedures. The municipality prides itself of enjoying the reputation of actively engaging as many of its citizens as possible in its planning, budgeting, implementation and monitoring processes.

In order to strengthen public participation, the municipality has been rolling out its outreach programme to all wards led by the office of the Executive Mayor, during the year. Accordingly, the tabling of the draft Budget in council on the 28 March 2019 will be followed by extensive publication of the budget documentation in the council's newspaper, local and community radio stations and ward based participation process. Copies of the tabled budget in both electronic and printed formats will be submitted to National Treasury as well as the Northern Cape Provincial Treasury.

Date	Area	Venue	Date
04.04.2019	**Business Forum** **Community Leaders**	**Council Chambers** **Council Chambers**	**10h00** **14H00**
06.04.2019	**Greater Galeshewe Area**	**Galeshewe Recreational Hall**	**17H00**
09.04.2019	**Roodepan, Homelite, Homevale, Homestead, Floors, Colville, Lerato Park**	**Marius Bessemans Hall**	**17H00**
09.04.2019	**Platfontein**	**Platfontein Combine School**	**17H00**
09.04.2019	**Ritchie**	**Motswedimosa Hall**	**17H00**
10.04.2019	**Galeshewe**	**R C Elliot Hall**	**17H00**
10.04.2019	**Galeshewe**	**Bantu Hall**	**17H00**

The tabled budget will also be published on the council's website. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets are to be held during April & May 2019 in various wards in the municipal area, and with the IDP Representative Forum as established.

13.5 Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2019/2020 budget cycle was approved in 28 November 2018, this however is not in compliance with the MFMA. The table below provides an extract of the key deadlines relating to the budget process.

Activity	Actual Date	Responsible person
Approval of IDP Review and Budget for 2019/2020 MTREF	31 May 2019	Executive Mayor
In-year reporting	15th of each month	Chief Financial Officer
Submission of Annual Financial Statements 2018/2019	31 August 2019	Municipal Manager/Chief Financial Officer
Quarterly Reports (MFMA Section 52 (d)	30 days after the end each quarter	Executive Mayor/ Chief Financial Officer
Quarterly Performance Reports	30 days after the end each quarter	IDP Manager/ Chief Financial Officer/ Executive Mayor
MFMA Sec 72	24 January 2019 Mid Term Report	Municipal Manager
MFMA Section 121	24 January 2019 Annual Report	Executive Mayor/CFO
Approval of the adjustment budget	28 February 2020	Executive Mayor/CFO
Tabling of the IDP Review, the Annual Budget, Budget related policies and proposed tariff increases	27 March 2020	Executive Mayor/MM/ CFO
Approval of Annual Report 2018/2019, and the MPAC Oversight Report	27 March 2020	Chairperson MPAC/ CFO
Public participation	April and May 2019	Executive Mayor/ MM/ CFO
Budget Benchmark Exercise	March 2019	MM/CFO and other Senior Managers
Approval of IDP Review, Annual Budget, Policies and Tariffs	30 May 2019	Executive Mayor, MM and CFO

14. Overview of the alignment of the annual budget with IDP

The municipality's Integrated Development Plan (IDP) is its principal strategic planning instrument, which guides and informs its on-going planning, management and development actions. The IDP represents the city administration's commitment to exercise its executive

authority (except in cases where it is in conflict with national or provincial legislation, in which case such legislation prevails), and is effectively the local government's blueprint by which it strives to realise its vision for Sol Plaatje Municipality over the short, medium and long term.

However, while the IDP represents the strategic intent of the municipality, it is also compiled with the understanding that a number of challenges will need to be overcome in order to achieve the strategic objectives it sets out. Some of these challenges are known, while others are as yet unknown and may arise at any time due to any number of national and international economic, political or social events.

14.1 Key national and provincial guiding documents

To ensure that the municipality is a more responsive, efficient, effective and accountable local government, we will outline, precisely how we intend to translate the IDP Vision 2017 to 2022 into an effective plan that aligns the municipal budgets, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality has taken the strategic direction to achieve closer alignment between the Long Term Development objectives and the IDP (in context of International, National, Provincial and Local development policies).

The development of the strategic approach for the municipality is guided by – but not limited to – the following;

Sustainable Development Goals: The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision.

In the development of the SDG's each of the goals are conceived as both ambitions and challenges to countries and more so to the cities. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. The universality of the targets and goals represent differing degrees of challenges and ambitions for different countries depending on their current developmental trajectory and circumstances. The goals are also flexible enough to allow for differentiated approach through all levels of government. One of the departure points in developing the SDG's was that countries would need to ensure that there is a balance between the economic, political, social and environmental effort required to ensure that these goals are achieved.

14.2 Development Plan (Vision 2030)

The intention of this plan is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target orientated and long term based plan. In this plan a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard. The

Spatial component of the NDP which is the Integrated Urban Development Framework provides a macro spatial context for urban development at a national level. These will also include the UNSP projects. Projects identified as catalytic restructuring projects that would change spatial form of the cities are being considered especially in the areas such as human settlements, light industries, tourism and heritage, and economic infrastructure supporting future growth and development.

14.3 Agreement Outcome 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. Whilst primarily there is a reporting line to Outcome 9, the municipality also reports on Outcome 8 which concentrates on human settlements.

14.4 Development challenges

The municipality is making significant strides in addressing the key development challenges. While significant progress has been made in all areas, there is still some distance to go towards addressing the following challenges:

- High rates of unemployment and low economic growth;
- High levels of poverty;
- Low levels of skills development and literacy;
- Limited access to basic household and community services for informal (unplanned and illegal) settlements;
- Increased incidents of HIV/AIDS and communicable diseases;
- Unsustainable developmental practices;
- High levels of crime and risk;
- Ensuring adequate clean and safe water and energy supply;
- Infrastructure degradation especially water distribution pipeline, sewer collector network and backlog on roads;
- Climate change;
- Ensuring financial sustainability under the prevailing economic conditions;
- Ineffectiveness and inefficiency of inward-looking local government still prevalent in the municipality, and silo- approach in development and service delivery space

The essence of our IDP is to achieve a balance between meeting basic needs, strengthening the economy and developing people skills and a technology base for the future. In an effort to

achieve the NDP 2030 vision, the municipality has identified four priority areas of intervention for the next five years which need to be balanced and integrated, and these are:

- Inclusive growth
- Spatial transformation
- Governance
- Service provision

Given the strategic framework that has been outlined it is clear that the municipal budget must be a pro-growth budget that meets basic needs and builds on existing skills and technology, as we strive to lead and become modern.

15. IDP Review and Key Amendments

The Municipal Systems Act requires that each municipality prepare an Integrated Development Plan to serve as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The IDP is a five year plan whose principal purpose is to ensure the development of the local community in an integrated manner which involves all directorates of the municipality, relevant strategic stakeholders and the community. In the five-year review, the key strategic objectives will continue to guide the municipality, but has once again been refined and refocused to our strategic programmes, so as to respond more effectively to the key challenges.

15.1 IDP Review process and stakeholder participation

The IDP is reviewed yearly to inculcate a democratic approach to local governance by ensuring all stakeholders get an opportunity to voice their opinions in influencing the shape, form, direction and pace of development in their localities. The municipality is committed to addressing the needs of the people and values the inputs from communities and stakeholders. The process plan specified timeframes, actions and procedures and appropriate mechanisms for public participation and alignment. This fifth generation of Sol Plaatje's Integrated Development Plan (IDP) focuses on translating our Municipal Vision into action. As set out in the Municipal Systems Act (2000), in the review of the five year IDP, a stakeholder consultation process is necessary. Of critical importance is for the municipality to ensure that there is thorough consultation with the community and strategic stakeholders.

15.2 Link between IDP and Budget

In compliance with the Municipal Structures Act (1998) and Municipal Financial Management Act (2003), our municipal budget is informed and aligned to the IDP objectives. The IDP determines and prioritises the needs of the community. The budgetary allocations for both the capital and operating expenditure are undertaken in a manner that will not only ensure that our IDP outcomes are achieved but also to ensure that our municipality's vision is realised.

The 2019/2020 MTREF has therefore, been directly informed by the IDP revision process and Table SA4, SA5 and SA6 provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

In as far as the operating budget is concerned, the municipality has made excellent progress but are now more committed than ever to ensure that critical operating budget resources are prioritised in terms of stated IDP outcomes. More importantly, the Performance Management System (PMS) allows the municipality an opportunity to monitor and evaluate individual and organisational performance in meeting our IDP outcomes and vision. As with previous year's, our IDP remains the strategic driver of both our budget and performance management system.

Strategic Objective	Revenue			Expenditure			Capital Expenditure		
R thousand	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
KPA 1: Local Economic Development	8 860	9 396	9 923	60 529	64 203	67 884			
KPA2: Basic and Sustainable Service Delivery and Infrastructure Development	1 277 609	1 363 558	1 442 480	1 469 308	1 569 797	1 662 159	102 180	109 497	119 266
KPA 3: Municipal Financial Viability and Management	596 060	643 468	692 509	144 541	152 256	159 982			
KPA 4: Municipal Institutional Development and Transformation	10 176	11 897	11 611	97 681	104 538	109 229			
KPA 5: Good Governance and Public Participation	310 907	300 219	311 747	422 152	428 212	458 284	82 105	71 000	90 000
Total	**2 203 612**	**2 328 538**	**2 468 270**	**2 194 210**	**2 319 006**	**2 457 537**	**184 285**	**180 497**	**209 266**

15.3 Measurable Performance Objectives and Indicators

Table SA7 provides for the main measuable performance objectives the municipality plans to carry out and achieve in the 2019/2020 financial year.

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
1. Local Economic Development							
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position							
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to award tenders	12	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award	Average time in weeks to award tenders	6	6	6	6	6	6
Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually	Average response time in weeks to approve building plans	10	10	10	10	10	10
Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.	Average response time in weeks to approve building plans	6	6	6	6	6	6
To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2018 in terms of the SPLUM by-law (2015)	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%
To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)	Percentage of building plans approved	100	100	100	100	100	100

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
1.2 Marketing the municipality as premier destination for tourism and investment							
Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis	Number of marketing platforms created (events)	4	4	4	4	4	4
1.4 To capacitate SMME's and local entrepreneurs							
To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	60%	60%	60%	60%	60%	60%
To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020	Compliance with the predetermined time frames	100%	100%	100%	100%	100%	100%
Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually	Number of business provided with a developmental programme	10	10	10	10	10	10
1.5 To develop sustainable living through job creation (EPWP and other initiatives)							
Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020	Number of jobs created	300	300	300	300	320	330

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
1.7 To position the market as a productive and profitable section of the municipality							
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020	Assessment of Business Plan	1	1	1	1	1	1
2. Basic service delivery and Infrastructure development							
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.							
To complete the construction of the Homevale Fire Station by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	100%	0
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020	% call-outs that were responded to within the time limits	85%	85%	85%	85%	85%	85%
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%	70%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects							
To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)	Distance of km paved	12km	7 km	7 km	4.5 km	10 km	5 km
To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	80%	80%	80%	100%	100%	

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)							
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020	Percentage of identified fleet items delivered at year end	100%	0	0	100%	100%	100%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure							
To complete 100% of the project to replace the 66KV oil circuit breakers at the the Herlear Substation with SF6 by 30 June 2020	Percentage completion as per project progress reports	50%	50%	50%	100%	0	0
To complete 100% replace the 11KV Circuit breakers at Herlear Substation by 30 June 2020	Percentage completion as per project progress reports	50%	50%	50%	100%	0	0
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure							
To complete the bulk water connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete the bulk sewer connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete the water pipe replacement project at the following area: New by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To spend at least 8% of the operational budget to repairs and maintenance annually	Percentage of operating budget spend on R&M	8%	8%	8%	8%	8%	8%
To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020	Percentage completion as per project progress reports	30%	30%	30%	10%	50%	100%
To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services							
To replace 2500 water meters by 30 June 2019.	Number of water meters replaced	2500	3000	3000			
To complete the electrification of 1691 houses Golf course, Donkerhoek, Waterloo and Lerato Park by 30 June 2020	Number of houses connected to electricity network	New	New	New	1 691	1 791	1 891
To replace at least 2500 prepaid electricity meters by 30 June 2020	Number of electricity meters replaced	2500	2500	2500	2500	3000	3000
Decrease electricity losses to 18% by 30 June 2020	Percentage electricity loss	18%	18%	18%	18%	17%	16%
Decrease water losses to 45% by 30 June 2020	Percentage water loss	45%	45%	45%	45%	40%	35%
16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020	Number of indigents per the indigent register	15 500	15 500	15 500	16 000	17 500	18 500

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation							
To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020	Percentage Blue Drop Status achieved	97%	97%	97%	97%	97%	97%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020	Percentage Green Drop Status achieved	90%	90%	90%	90%	90%	90%
2.11 To improve the public transport system and services							
To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	60%	100%	
3. Municipal Institutional Development and Transformation							
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector							
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	2	2	2	2	2

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
3.2 To improve effective human resource development to staff and Councillors							
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020	Record of review and recommendations made and review performed	100%	100%	100%	100%	100%	100%
Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually	Number of review meetings held	1	1	1	1	1	1
Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020	% compliance to the EAP	72%	72%	72%	72%	72%	72%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality							
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2020	Number of meetings held and attendance registers	4	4	4	4	4	4
3.4 To provide a basis for sustainable municipal performance improvement							
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	1	1	1	1	1	1

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20	No of Reports submitted	4	4	4	4	4	4
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.	Number of communications provided	4	4	4	4	4	4
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020	Number of assessments conducted	2	2	2	2	2	2
Submit the final IDP document for adoption to Council by 31 May annually	Tabled IDP for Council adoption	1	1	1	1	1	1
Submit the final SDBIP to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	1	1	1	1	1	1
4. Municipal financial viability and management							
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams							
Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management							
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2020	Percentage capital spending	95%	95%	95%	95%	95%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	95%	95%	95%	95%	95%	95%

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 200 days by 30 June 2020	Net debtor days	200	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	3	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	12	12	12	12	12
5. Good Governance and Public Participation							
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls							
Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year	Number of internal audit reports completed	10	10	10	10	10	10
To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020	Percentage successful appeals	5%	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	1	1	1	1	1	1

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	4	4	4	4	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	1	1	1	1	1	1
5.3 To promote community participation and communication							
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	12	12	12	12	12	12
To respond to all media enquiries and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h	24h

15.4 Key financial ratios

The benchmarks reflected in the table below are based on 2019/20 budget forecast:

Financial Benchmark	Basis of Calculation	2019/2020 Outcomes
Debt to asset ratio	Total debt/total asset	1: 3.1
Average interest paid on debt	Interest paid/operating expenditure	1.5%
Interest as a % operating expenditure	Interest paid/operating expenditure	1.5%
Credit rating	Calculated by a recognised agency	
Current ratio	Current assets/current liabilities	1: 3.1
Creditors system efficiency	% of creditors paid within the terms	100%
Electricity distribution losses	Total units purchased less total units sold/total units purchased	16%
Water distribution losses	Total units purchased less total units sold/total units purchased	45%

The financial benchmarks reflected in the table above indicate that the municipality continues to maintain its financially healthy status.

Debt to Asset Ratio: Total debt to total assets is a leverage ratio that defines the total amount of debt relative to assets.

Debt to Revenue: The ratio indicates the extent of total borrowings in relation to total operating revenue. The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities.

Capital Charges to Operating Expenditure: Capital charges to operating expenditure (the measure of the cost of borrowing in relation to the operating expenditure) compares favourably to the acceptable norm of around 10%.

Current Ratio: The ratio measures the short term liquidity, that is, the extent to which the current liabilities can be paid from current assets. The higher the ratio, the healthier is the situation.

TABLE SA8 sets out the municipalities main performance objectives and benchmarks for the 2019/2020 MTREF.

15.5 FREE AND SUBSIDISED BASIC SERVICES

One of the objectives of a local authority is to ensure the provision of services to communities in a sustainable manner. The constitution stipulates that a municipality must structure and manage its administration, budgeting and planning to give priority to the basic needs of the community and to promote their social and economic development. To cater for the indigent, the municipality as part of its welfare package provides a basket of free basic services in accordance with a defined level of service.

The basic social package is an affirmation of the municipality's commitment to push back the frontiers of poverty by providing a social welfare to those residents who cannot afford to pay, because of adverse social and economic realities. Details relating to free basic services are contained in Table A10.

In reviewing the levels of free basic services for the 2019/2020 year, the following factors were taken into consideration: -

- Sustainability - Impact of new housing –
- Impact on non-indigent ratepayers/consumers

The estimated cost of the social package (i.e. income foregone) amounts to approximately R 64 252 million for the 2019/2020 budget year due to an increase in indigent verification. Details of the initiatives proposed to be carried out by the council in this regard are detailed below. The assistance to the qualifying households are regulated by council's budget related policies which are reviewed annually based on modelling the impacts of the tariffs on all residential properties. The cost of this social package is funded from the equitable share of R189 151 million provided by National Government.

Service	Social Package	Costs	No. of households
Property rates	There is no relief on rates and taxes. On a merit basis, child headed households, disabilities grantees and medically boarded shall be exempted from paying rates notwithstanding the value of the property child-headed households, disability grantees and the medically boarded are exempt from paying rates.	No costs are estimated at this point, this is a new provision and revenue forgone will be accounted for as it becomes evident.	None estimated
Water	The first 6kl of water is free to all registered and approved indigent households	R6.30 x 6 x 15 000 x 12 months	R6 804 000.00

Service	Social Package	Costs	No. of households
Electricity	50 units of electricity is free to all registered and approved indigent households	R1.96 x 50 x 15 000 x 12 months	R17 640 000.00
Refuse Removal	The service shall be fully subsidised	R117.96 x 15 000 x 12 months	R21 232 800.00
Sewerage/ Sanitation	The service shall be fully subsidised	R165.24 x 15 000 x 12 months	R29 743 200.00
TOTAL		**15 000**	**R75 420 000.00**

16. Overview of budget related policies

The MFMA and the Municipal Budget and Reporting Regulations require budget related policies to be reviewed, and where applicable, to be updated on an annual basis. The main purpose of budget related policies is to govern and guide the budget process and inform the projections of the medium term. The following are budget related policies which have been approved by Council, or have been reviewed /amended and / or are currently being reviewed amended in line with National Guidelines and other legislation.

16.1 Municipal Property Rates Policy

As required in terms of section 5 of the MPRA, the Rates Policy has been reviewed for the 2019/20 financial year. The most recent policy was tabled in Council together with the budget in March 2019.

The revised policy will be adopted with the 2019/20 budget. The applicable assessment rate cent and rands are reflected in the Resolutions to Council on the budget.

16.2 Debt Write Off Policy

The purpose of this policy is to provide a framework for regulating the writing-off of irrecoverable debts and the consequent further enhancement of the municipality's debt management strategy.

16.3 Contracts Policy

The policy applies to all transactions undertaken by the Sol Plaatje Local Municipality which involves a contract whether explicitly agreed in writing, or implicitly implied through actions.

Properly managed contracts by all stakeholders involved, can ensure that services are delivered within specifications as set and agreed by all, during the specifications phase and at the agreed cost , (inclusive of VAT and escalation clauses in contracts) time period and qualities of the goods and services procured.

16.4 Supply Chain Management Policies

The policy reflects and represents the context of a specific government policy that finds expressions within the provisions of the Municipal Finance Management Act 56 of 2003. The principal objectives of the policy are to provide, promote, and implement theoretical guidelines, governing processes and procedures within the supply chain management. The initial SCM Policy was adopted by council in 2005 for implementation.

In alignment with regulations and National Treasury Circulars, the policy has been revised and was adopted by council in May 2017. This revised policy includes stringent monitoring measures. A separate contracts management was also approved and this was done to ensure that management and review of contracts register is undertaken in a more professional and consistent manner throughout the organisation.

The municipality adopted the principle of compiling procurement plans are in place before any work is given out. In addition, service providers will be monitored and contract managers will have to produce close out reports after each contract has been undertaken. The review further includes the requirement for the prospective suppliers to register on the National Treasury Central Supplier Data Base (CSD) in order to be able to trade with all spheres of government and public entities.

17. Overview of budget assumptions

The budget assumptions are made taking into account the historical trends, current economic indicators, the political directions, developmental and service delivery needs of the municipality, including those of the community.

Interest rates, information, grants gazetted and the collection rate form the basis of the budget assumptions.

17.1 Key financial assumptions

Budget assumptions and parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer-term financial and strategic targets. The assumptions and principles applied in the development of this budget are mainly based upon guidelines from National Treasury (expenditure growth) and other external bodies such as the National Electricity Regulator of South Africa (NERSA), Department of Water and Sanitation and other major service providers.

The municipal fiscal environment is influenced by a variety of macroeconomic control measures. National Treasury determines the ceiling of year-on-year increases in the total operating budget, whilst the National Electricity Regulator (NER) regulates electricity tariff

increases. Various government departments also affect municipal service delivery through the level of grants and subsidies.

The following key assumptions underpinned the preparation of the medium-term budget:

Macro-economic performance and projections 2019 to 2020:

Fiscal year	Estimate for 2019/2020	Forecast 2020/2021
Consumer CPI	5.27%	5.38%
Real GDP growth	1.8%	2.1%

17.2 Borrowing and investment of funds borrowings

The Municipal Finance Management Act No. 56 of 2003 permits long term borrowing by municipalities only to finance capital expenditure, property, plant and equipment. Though the municipality does not have an Infrastructure Investing and Financing Strategy, the objective for borrowing remains

- Maximise internally generated funds and national transfers from other spheres of government.
- Minimize borrowings.
- Pursue alternate funding sources e.g. bulk infrastructure contributions policy, development charges, and public private partnerships.

17.3 Capital expenditure

The capital expenditure of the parent municipality has been funded from a mix of government transfers, internally generated funds and external loans. The 2019/2020 Capital Budget of approximately R184 285 million is being financed by R R157 285 million from government grants, and R27 000 000 of internally generated funds.

17.4 Investments

Investments made with the various financial institutions are strictly in compliance with Municipal Finance Management Act and the Investment Regulations. The investment returns achieved and projections are as follows: that for 2018/19 financial year, the average interest rate for all investments was 6, 2% and the projected interest rate for 2019/2020 is 7%

Investments are made from cash which is surplus to immediate requirements and is invested in short term money market instruments in terms of a stringent investment policy. Cash and

investments are expected to be around R210million at the end of the current financial year. Tables SA15 and SA16 provide details of investments and investments particular by maturity.

17.5 Timing of revenue collection

Consumers are billed monthly in respect of services in the form of a consolidated bill. All annual residential and commercial ratepayers have been converted to monthly ratepayers. However, government departments and companies with multiple accounts are allowed to pay annually September each year.

17.6 Average salary increases

The budgeted salary increase is 7% for the fiscal year. This takes into account the multi-year Salary and Wage collective agreement for the period 1 July 2017 to 30 June 2020. Provision has been made for actual positions and vacancies together with notch increases

18. Overview of budget funding

The Municipality continues to display a sound financial profile and high liquidity levels, which is mainly attributable to:

- Credible and funded budgets funded from current financial year's revenue. Prior year's surpluses have not been used to support the operating budget.
- The municipality operates within its annual budget, as approved by council.
- The municipality maintains a positive cash and investments position.

In compliance with relevant statutory requirements, the Financial Plan (Medium Term Revenue and Expenditure Framework-MTREF) is reviewed and updated annually.

On the other hand, the Capital budget is funded by the allocations made to the municipality by National and Provincial Government in the form of grants, as well as public contributions and donations, borrowings and internally generated funds.

The municipality raises revenue from a basket of differential tariff increases determined in the most acceptable and equitable funding regime taking into consideration the actual cost of delivering services, budget priorities and national legislation, regulations and policy guidelines. The municipal revenue comprises of operating revenue which includes property taxes, services charges and operating grants- and capital revenue which consists of capital grants, borrowings, cash reserves and operating surplus.

This high level of independent and relative stable income sources of revenue is one of the key factors that support the sound financial position of the municipality. In addition to the obvious need to grow the city's revenue by increasing its tax base, other means for securing funding

for council projects must be explored in a variety of ways. The municipality faces unpleasant choices in attempting to finance the projected levels of investment in infrastructure. Sources of capital finance are already stretched with limited scope for further borrowing, consumer pressure to restrict tariff and tax increases, and little likelihood of a structural upward adjustment in grant allocations. Further, efficiencies in the borrowing programme will continue to be sought to lock in lower cost and longer term borrowing, plus the introduction of new revenue sources such as infrastructure contribution and charges.

Description	Adjustment Budget 2018/19		2019/20		2020/21		2021/22	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	1 788 765	80.77%	1 973 103	82.63%	2 104 512	83.88%	2 227 583	83.20%
Transfer recognised - Operational	194 729	8.79%	230 509	9.65%	224 026	8.93%	240 687	8.99%
Total Operational Revenue	**1 983 495**	**89.56%**	**2 203 612**	**92.28%**	**2 328 538**	**92.81%**	**2 468 270**	**92.18%**
Transfer recognised - Capital	193 560	8.74%	157 285	6.59%	153 497	6.12%	168 266	6.28%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	37 552	1.70%	27 000	1.13%	27 000	1.08%	41 000	1.53%
Total Capital Budget	**231 113**	**10.44%**	**184 285**	**7.72%**	**180 497**	**7.19%**	**209 266**	**7.82%**
Total Revenue and Financing	**2 214 608**	**100.00%**	**2 387 897**	**100.00%**	**2 509 035**	**100.00%**	**2 677 536**	**100.00%**
Total Grants & Subsidies	**388 290**	**17.53%**	**387 794**	**16.24%**	**377 523**	**15.05%**	**408 953**	**15.27%**

18.1 Collection rate for each revenue source

Description	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CPI	5.3%	5.5%	5.5%
COLLECTION RATES (Average)			
Property rates	90.0%	90.0%	90.0%
Electricity	90.0%	90.0%	90.0%
Water	90.0%	90.0%	90.0%
Sanitation	90.0%	90.0%	90.0%
Refuse removal	90.0%	90.0%	90.0%
REVENUE GROWTH			
Property rates	6.9%	8.2%	7.8%
Electricity	4.9%	7.5%	5.2%
Water	6.7%	5.9%	7.2%
Sanitation	8.9%	6.1%	6.7%
Refuse removal	13.2%	6.3%	5.9%
EXPENDITURE PARAMETERS			
Salary increases (Collective agreement)	7.0%	5.9%	5.4%
Notch increases provision	1.0%	1.0%	1.0%
Task implementation	2.0%	2.0%	2.0%
Bulk purchases	11.8%	8.4%	6.0%
General expenses	3.1%	7.0%	3.7%
Repairs and maintenance	12.1%	-6.5%	9.2%
Interest paid	-4.4%	-4.5%	-5.1%
Interest on investments	-25.0%	40.0%	4.8%

18.2 Expenditure on allocations and grant programmes

Capital Expenditure on allocations and Grant Programmes 2019/20		
Name of Grant	**Amount Gazetted**	**Project/s Funded by Grant**
IUDG	12 668 255	Homevale Fire Station
IUDG	376 860	Lerato park construction of bulk water mains
IUDG	24 805 514	Lerato Park Sewer upgrading of downstream infrastructure
IUDG	13 436 371	Upgrade gravel roads wards 6,7,9,10,15
Sub Total	**51 287 000**	
Name of Grant	**Amount Gazetted**	**Project/s Funded by Grant**
NDPG	40 000 000	Upgrade of Storm water channels in Galeshewe
Sub Total	**40 000 000**	
Name of Grant	**Amount Gazetted**	**Project/s Funded by Grant**
WSIG	15 000 000	Sewer line Seleke / Homevale sewer line
WSIG	10 000 000	Reconstruction old sink toilets Kutlwanong
WSIG	5 000 000	Carter glen pump station sewer
Sub Total	**30 000 000**	
Name of Grant	**Amount Gazetted**	**Project/s Funded by Grant**
INEP	2 373 600	Electrification of Witdam -138 houses
INEP	18 920 000	Electrification of Golf course
INEP	1 909 200	Electrification of Donkerhoek
INEP	4 128 000	Electrification of Waterloo
INEP	1 823 200	Electrification of Ramorwa -106 houses
INEP	1 844 000	Lerato Park link services Network strengthening
INEP	5 000 000	Herlear 11kV Switchgear
Sub Total	**35 998 000**	
Total	**157 285 000**	

18.3 Allocations and grants made by the municipality

The municipality has adopted a Grant in Aid Policy which is appropriated and paid in terms of MFMA Section 67, funds transferred to organisations and bodies outside government. As such, the allocation of grant cannot be to an individual, but rather to an organisation or body.

As per the Tourism Strategy, events are part of destination marketing and these bring peoples in masses to attend the events/music festivals and concert. Evets include cultural activities thaat are aimed at social cohesions, bring different people together.

The municipality has an agreement in place with the Society for the Prevention of Cruelty to Animals with regards to pounding of stray domestic animals. Though the contract was signed in the 1970's, the terms and conditions apply in this regard.

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

Description	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Transfers to Organisations			
Non-Prof:Oth Inst/Grants&Don Diam & Dor	2 500	2 500	2 500
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra	2 500	2 500	2 500
Non-Prof:Oth Institut/Gariep	–	–	–
Non-Prof:Oth Institut/Sport Council	–	–	–
Non-Prof:Other Institutions/Spca	2 000	2 000	2 000
Cash Transfers to Groups of Individuals			
Hh Oth Trans: Housing - Individual Supp	500	530	559
Hh Ssp Soc Ass: Grant In Aid	170	180	190
Total Cash Transfers To Organisations	**7 670**	**7 710**	**7 749**
TOTAL CASH TRANSFERS AND GRANTS	**7 670**	**7 710**	**7 749**

The Kimberley Diamond and Dorings is an annual jazz festival which takes place over the Easter Weekend with the main event being on Easter Sunday. The Municipality is the title owner and appoints an Event Management Company for the purposes of developing a concept, artist line up, all logistics, fundraising and hosting of the event. The event is growing. A three year contract is awarded every time to a service provider. The R2.5 million is basically seed funding to the organising company and is meant to cover the artists budget and cost of the stage. The Gariep Festival closed in 2018 and hopefully will be replaced by a similar festival in the near future.

Applications for grant funding takes place annually with the submisson of proposal to LED and ED SEDP, who will then assess the concept and prepare a memorandum for the Municipal Managerand submit and item about the concept to the LED Committee which will then concur with the recommendation made in as far as the financial support or even the reasons for the decline or reject of the application.

The municipality also annually financially assist the NC Meals on Wheels Community Services in achieiving their mandate in providing meals to the poorest of the poor.

18.4 Councillor and Staff Benefits and Allowances

The general staff is remunerated in terms of the Tuned Assessment of Skills and Knowledge (TASK) with entry level being T3 and the highest level being T17, being middle management of the organisation.

The Executive Directorsand the Municipal Manager, being the Senior Management of the organisation, are remunerated in terms of the Upper Limits Gazette as adopted by Council with the concurrence of the MEC of COGHSTA in the province. The Senior Management structure aligns very well with Section 4 of the Gazette which makes reference to the following directorates or departments:

- Corporate Services Directorate with core functions being Human Resources Management, Traing and Development, Labour Relations, Security and Communications
- Strategy, Economic Development and Planning with core function sbeing Town Planning, Building Control, LED and Tourism, Urban Renewaland Market Management
- Financial Services with core functions such as budget and treasury, supply chain managemet, expenditure management, assets management, revenue management and ICT.
- Community Services and Social Development which includes Traffic Law enforcement, emergency services, municipal health services, parks and red recreation facilities management
- Infrastructure and Services which includes roads and storm water, water and sanitation, electricity, mechanical engineering and housing development.

On the other hand, councillors are remunerated based on the upper limits gazette for the remuneration of public office bearers. There municipality operates with an Executive Mayor system, with Mayoral Committee advising the Executive Mayor on specif issues as per the terms of references of committees established for this purpose.

There are section 79 committees which report directly to council such as Ward Participatory Committee, the SPELUM Committee, Councillor Disciplinary Committee and Municipal Public Accounts Committees. The chairpersons of tehse committee do not serve in any other committee for independnce purposes. All these chairpersons are part time, other the Speaker who is full time.

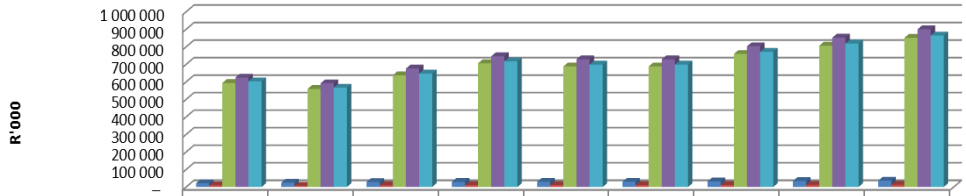
The table below gives an account of employee costs for the MTREF including councillor remuneration.

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	1	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)							
Basic Salaries and Wages		–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–
Medical Aid Contributions		–	100	100	–	–	–
Motor Vehicle Allowance		–	–	–	–	–	–
Cellphone Allowance		1 960	1 960	1 960	3 088	3 289	3 486
Housing Allowances		–	–	–	–	–	–
Other benefits and allowances		27 375	27 625	27 625	28 665	30 528	32 360
Sub Total - Councillors		**29 335**	**29 685**	**29 685**	**31 753**	**33 817**	**35 846**
% increase	4	**3.3%**	**1.2%**	**–**	**7.0%**	**6.5%**	**6.0%**
Senior Managers of the Municipality	2						
Basic Salaries and Wages		7 469	7 469	7 469	8 307	8 800	9 278
Pension and UIF Contributions		1 206	1 206	1 206	932	987	1 040
Medical Aid Contributions		152	152	152	203	215	227
Overtime		–	–	–	–	–	–
Performance Bonus							
Motor Vehicle Allowance	3	1 720	1 720	1 720	1 876	1 987	2 094
Cellphone Allowance	3	202	202	202	202	214	225
Housing Allowances	3	36	36	36	49	52	55
Other benefits and allowances	3	67	67	67	105	112	117
Payments in lieu of leave		–	–	–	–	–	–
Long service awards		43	43	43	40	42	45
Post-retirement benefit obligations	6						
Sub Total - Senior Managers of Municipality		**10 897**	**10 897**	**10 897**	**11 714**	**12 407**	**13 080**
% increase	4	**7.9%**	**–**	**–**	**7.5%**	**5.9%**	**5.4%**
Other Municipal Staff							
Basic Salaries and Wages		380 416	371 930	371 930	413 084	438 010	462 246
Pension and UIF Contributions		65 353	65 353	65 353	71 691	76 008	80 292
Medical Aid Contributions		49 847	49 847	49 847	53 378	56 728	60 015
Overtime		28 630	28 730	28 730	31 567	33 468	35 343
Performance Bonus		29 437	29 437	29 437	32 316	34 263	36 194
Motor Vehicle Allowance	3	46 042	46 037	46 037	48 333	51 148	53 922
Cellphone Allowance	3	1 394	1 394	1 394	1 494	1 584	1 673
Housing Allowances	3	2 822	2 822	2 822	2 971	3 146	3 320
Other benefits and allowances	3	32 802	33 196	33 196	34 740	36 799	38 838
Payments in lieu of leave		14 000	7 000	7 000	15 000	16 125	17 173
Long service awards		15 904	15 901	15 901	17 317	18 358	19 391
Post-retirement benefit obligations	6	39 109	36 109	36 109	37 359	40 161	42 772
Sub Total - Other Municipal Staff		**705 755**	**687 755**	**687 755**	**759 252**	**805 798**	**851 178**
% increase	4	**10.8%**	**(2.6%)**	**–**	**10.4%**	**6.1%**	**5.6%**
Total Parent Municipality		**745 987**	**728 337**	**728 337**	**802 718**	**852 022**	**900 104**
		10.4%	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL SALARY, ALLOWANCES & BENEFITS		**745 987**	**728 337**	**728 337**	**802 718**	**852 022**	**900 104**
% increase	4	**10.4%**	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL MANAGERS AND STAFF	5,7	**716 652**	**698 652**	**698 652**	**770 966**	**818 205**	**864 258**

Description	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework					
R thousand	Original Budget	Adjusted Budget	Budget Year 2019/20	% Increase Original Budget	% Increase Adjusted Budget	Budget Year +1 2020/21	% Increase 2017/18	Budget Year +2 2021/22	% Increase 2018/19
Sub Total - Councillors	29 335	29 685	31 753	8.2%	7.0%	33 817	6.5%	35 846	6.0%
Sub Total - Senior Managers of Municipality	10 897	10 897	11 714	7.5%	7.5%	12 407	5.9%	13 080	5.4%
Sub Total - Other Municipal Staff	705 755	687 755	759 252	7.6%	10.4%	805 798	6.1%	851 178	5.6%
TOTAL SALARY, ALLOWANCES & BENEFITS	**745 987**	**728 337**	**802 718**	**7.6%**	**10.2%**	**852 022**	**6.1%**	**900 104**	**5.6%**
TOTAL MANAGERS AND STAFF	**716 652**	**698 652**	**770 966**	**7.6%**	**10.4%**	**818 205**	**6.1%**	**864 258**	**5.6%**

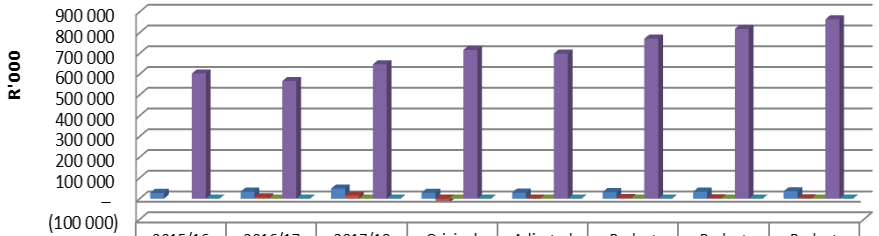
Year-on-year Increase on Councillors, Senior Management and Municipal Staff



Sub Total - Councillors	20 948	25 011	28 409	29 335	29 685	29 685	31 753	33 817	35 846
Sub Total - Senior Managers of Municipality	9 816	7 145	10 100	10 897	10 897	10 897	11 714	12 407	13 080
Sub Total - Other Municipal Staff	593 150	559 453	637 209	705 755	687 755	687 755	759 252	805 798	851 178
TOTAL SALARY, ALLOWANCES & BENEFITS	623 914	591 608	675 719	745 987	728 337	728 337	802 718	852 022	900 104
TOTAL MANAGERS AND STAFF 5,7	602 966	566 597	647 309	716 652	698 652	698 652	770 966	818 205	864 258

Description	2015/16	2016/17	2017/18	Original Budget 2017/18	Adjusted Budget 2017/18	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Overtime	27 574	33 685	48 725	28 630	28 730	31 567	33 468	35 343
Year-on-year R-Value Increase (Decrease)		6 111	15 039	(20 095)	100	2 837	1 902	1 875
Year-on-year % Increase (Decrease)		22%	45%	-41%	0%	10%	6%	6%
Total Employee Related Costs	602 966	566 597	647 309	716 652	698 652	770 966	818 205	864 258
Overtime as a % of Total Employee Related Costs	5%	6%	8%	4%	4%	4%	4%	4%

Overtime year-on-year comparison



Overtime	27 574	33 685	48 725	28 630	28 730	31 567	33 468	35 343
Year-on-year R-Value Increase (Decrease)		6 111	15 039	(20 095)	100	2 837	1 902	1 875
Year-on-year % Increase (Decrease)		22%	45%	-41%	0%	10%	6%	6%
Total Employee Related Costs	602 966	566 597	647 309	716 652	698 652	770 966	818 205	864 258
Overtime as a % of Total Employee Related Costs	5%	6%	8%	4%	4%	4%	4%	4%

Annual Budgets by Municipal Functional Classification

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Governance and administration		**895 009**	**869 454**	**1 012 732**	**1 119 176**	**1 040 797**	**1 040 797**	**1 074 878**	**1 109 558**	**1 184 636**
Executive and council		362 563	361 481	492 849	554 304	472 784	472 784	468 192	453 716	480 013
Finance and administration		532 447	507 973	519 882	564 872	568 013	568 013	606 686	655 842	704 623
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**23 269**	**24 656**	**23 615**	**26 995**	**26 995**	**26 995**	**25 995**	**27 380**	**28 431**
Community and social services		9 702	11 418	9 900	12 644	12 644	12 644	11 008	11 686	11 873
Sport and recreation		3 869	3 276	3 615	3 710	3 710	3 710	3 730	3 975	4 194
Public safety		140	195	253	170	170	170	285	302	319
Housing		9 529	9 692	9 790	10 401	10 401	10 401	10 901	11 343	11 967
Health		30	75	58	70	70	70	70	74	78
Economic and environmental services		**12 721**	**22 381**	**25 773**	**19 426**	**17 158**	**17 158**	**18 223**	**19 323**	**20 398**
Planning and development		2 722	2 575	4 627	6 511	4 243	4 243	3 923	4 163	4 402
Road transport		9 998	19 807	21 145	12 915	12 915	12 915	14 300	15 160	15 996
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**943 139**	**951 040**	**1 079 647**	**1 165 163**	**1 083 963**	**1 083 963**	**1 232 289**	**1 315 742**	**1 392 487**
Energy sources		595 477	594 267	663 235	740 342	630 342	630 342	777 527	833 520	877 073
Water management		223 498	236 344	283 299	288 458	299 458	299 458	306 392	324 368	347 336
Waste water management		70 994	68 610	75 664	75 813	80 813	80 813	81 517	86 546	92 278
Waste management		53 171	51 820	57 449	60 550	73 350	73 350	66 853	71 308	75 800
Other	4	**13 102**	**13 668**	**14 909**	**8 142**	**8 142**	**8 142**	**9 512**	**10 032**	**10 584**
Total Revenue - Functional	2	**1 887 242**	**1 881 199**	**2 156 676**	**2 338 902**	**2 177 055**	**2 177 055**	**2 360 897**	**2 482 035**	**2 636 536**
Expenditure - Functional										
Governance and administration		**527 321**	**451 302**	**584 756**	**640 707**	**622 887**	**622 887**	**702 387**	**725 406**	**770 459**
Executive and council		349 125	267 503	376 815	392 368	376 349	376 349	433 631	440 381	471 121
Finance and administration		173 922	179 541	202 747	242 523	240 751	240 751	262 274	278 154	292 089
Internal audit		4 273	4 258	5 194	5 816	5 787	5 787	6 482	6 871	7 249
Community and public safety		**142 711**	**137 831**	**162 975**	**176 670**	**174 905**	**174 905**	**186 430**	**197 153**	**207 397**
Community and social services		32 641	32 804	35 277	39 035	38 368	38 368	41 179	43 667	45 613
Sport and recreation		45 856	41 639	50 286	56 474	55 496	55 496	59 874	63 251	66 775
Public safety		28 838	31 476	34 149	37 331	36 788	36 788	39 698	41 869	43 987
Housing		18 725	17 672	25 826	26 073	25 905	25 905	27 082	28 705	30 315
Health		16 651	14 240	17 437	17 756	18 348	18 348	18 596	19 661	20 706
Economic and environmental services		**100 787**	**108 615**	**114 123**	**125 210**	**123 736**	**123 736**	**132 039**	**140 366**	**148 603**
Planning and development		40 983	39 912	41 528	45 616	45 144	45 144	47 161	50 053	52 956
Road transport		58 522	67 373	72 020	78 965	77 974	77 974	84 208	89 603	94 898
Environmental protection		1 282	1 329	576	629	618	618	670	710	749
Trading services		**831 363**	**907 337**	**1 052 168**	**1 080 462**	**1 056 405**	**1 056 405**	**1 147 658**	**1 228 995**	**1 302 503**
Energy sources		558 088	616 512	687 986	691 756	670 631	670 631	731 755	786 587	828 805
Water management		172 431	176 301	233 103	250 303	247 649	247 649	266 483	283 640	305 586
Waste water management		53 770	60 888	76 973	77 953	77 848	77 848	82 667	87 611	92 612
Waste management		47 075	53 636	54 105	60 450	60 277	60 277	66 753	71 158	75 500
Other	4	**16 490**	**17 248**	**22 295**	**23 807**	**23 008**	**23 008**	**25 697**	**27 085**	**28 575**
Total Expenditure - Functional	3	**1 618 672**	**1 622 333**	**1 936 318**	**2 046 856**	**2 000 941**	**2 000 941**	**2 194 210**	**2 319 006**	**2 457 537**
Surplus/(Deficit) for the year		**268 569**	**258 866**	**220 357**	**292 046**	**176 114**	**176 114**	**166 687**	**163 029**	**178 999**

18.5 Monthly revenue, expenditure and cash flows projections 2019/20

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Receipts By Source													1		
Property rates	120 000	38 458	38 458	38 458	38 458	38 458	38 458	38 458	38 458	38 458	38 458	38 457	543 035	588 434	602 265
Service charges - electricity revenue	60 446	60 446	60 446	60 446	60 446	60 446	60 446	60 446	60 446	60 446	60 446	60 446	725 351	779 760	794 561
Service charges - water revenue	21 930	21 930	21 930	21 930	21 930	21 930	21 930	21 930	21 930	21 930	21 930	21 930	263 159	272 697	276 203
Service charges - sanitation revenue	5 330	5 330	5 330	5 330	5 330	5 330	5 330	5 330	5 330	5 330	5 330	5 330	63 956	66 390	68 496
Service charges - refuse revenue	4 132	4 132	4 132	4 132	4 132	4 132	4 132	4 132	4 132	4 132	4 132	4 132	49 586	51 585	54 621
Rental of facilities and equipment	984	984	984	984	984	984	984	984	984	984	984	984	11 810	12 307	12 983
Interest earned - external investments	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	15 000	21 000	22 000
Interest earned - outstanding debtors	3 104	3 104	3 104	3 104	3 104	3 104	3 104	3 104	3 104	3 104	3 104	3 104	37 244	65 131	25 296
Dividends received												–	–	–	–
Fines, penalties and forfeits	2 234	2 234	2 234	2 234	2 234	2 234	2 234	2 234	2 234	2 234	2 234	2 234	26 805	28 413	29 976
Licences and permits	397	397	397	397	397	397	397	397	397	397	397	397	4 764	5 002	5 277
Agency services												–	–	–	–
Transfer receipts - operational	76 836	–	–	–	76 836	–	–	–	76 836	–	–	–	230 509	224 026	240 687
Other revenue	2 095	2 095	2 095	2 095	2 095	2 095	2 095	2 095	2 095	2 095	2 095	2 095	25 146	26 654	28 110
Cash Receipts by Source	**298 738**	**140 359**	**140 359**	**140 359**	**217 196**	**140 359**	**140 359**	**140 359**	**217 196**	**140 359**	**140 359**	**140 359**	**1 996 363**	**2 141 400**	**2 160 476**
Other Cash Flows by Source															
Transfer receipts - capital	52 428				52 428				52 428			–	157 285	153 497	168 266
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												–			
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	267	267	267	267	267	267	267	267	267	267	267	267	3 202	3 490	3 381
Decrease (Increase) in non-current debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivable	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	**351 433**	**140 626**	**140 626**	**140 626**	**269 891**	**140 626**	**140 626**	**140 626**	**269 891**	**140 626**	**140 626**	**140 626**	**2 156 850**	**2 298 387**	**2 332 123**
Cash Payments by Type															
Employee related costs	55 833	55 833	55 833	55 833	55 833	85 833	55 833	55 833	55 833	55 833	55 833	126 799	770 966	818 205	864 258
Remuneration of councillors	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	31 753	33 817	35 846
Finance charges						12 330						12 330	24 661	23 543	22 343
Bulk purchases - Electricity	69 333	34 667	34 667	34 667	34 667	34 667	34 667	34 667	34 667	34 667	69 333	69 333	520 000	538 537	591 350
Bulk purchases - Water & Sewer	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833			–	97 500	96 525	117 975
Other materials	15 935	15 935	15 935	15 935	15 935	15 935	15 935	15 935	15 935	15 935	15 935	15 935	191 225	160 981	195 314
Contracted services	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	51 605	54 694	57 697
Transfers and grants - other municipalities												–			
Transfers and grants - other	3 000							2 000				2 670	7 670	7 710	7 749
Other expenditure	16 769	15 092	15 092	15 092	15 092	15 092	15 092	15 092	15 092	15 092	15 092	13 416	181 108	193 748	223 274
Cash Payments by Type	**178 651**	**139 308**	**139 308**	**139 308**	**139 308**	**181 638**	**139 308**	**141 308**	**139 308**	**128 474**	**163 141**	**247 430**	**1 876 487**	**1 927 760**	**2 115 806**
Other Cash Flows/Payments by Type															
Capital assets	6 417	6 417	6 417	6 417	6 417	6 417	6 417	6 417	6 417	6 417	6 417	113 702	184 285	180 497	209 266
Repayment of borrowing						4 626						4 626	9 251	9 402	9 532
Other Cash Flows/Payments												–			
Total Cash Payments by Type	**185 068**	**145 724**	**145 724**	**145 724**	**145 724**	**192 680**	**145 724**	**147 724**	**145 724**	**134 891**	**169 558**	**365 757**	**2 070 023**	**2 117 659**	**2 334 604**
NET INCREASE/(DECREASE) IN CASH HELD	**166 366**	**(5 098)**	**(5 098)**	**(5 098)**	**124 167**	**(52 054)**	**(5 098)**	**(7 098)**	**124 167**	**5 735**	**(28 931)**	**(225 131)**	**86 827**	**180 727**	**(2 481)**
Cash/cash equivalents at the month/year begin:	115 263	281 629	276 531	271 433	266 335	390 501	338 447	333 349	326 251	450 418	456 153	427 222	115 263	202 090	382 818
Cash/cash equivalents at the month/year end:	281 629	276 531	271 433	266 335	390 501	338 447	333 349	326 251	450 418	456 153	427 222	202 090	202 090	382 818	380 337

18.6 Capital expenditure by project

Below is alist of capital expenditure by project for 2019/2020 to 2021/2022. The total capital plan for the MTREF is R734 395 000.00, including the R184 285 000.00 of the current year, the four year capital plan is in excess of R1 billion.

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Program/Project description	2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:				
List all capital projects grouped by Municipal Vote				
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Roads Infrastructure:Roads	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Storm Water Infrastructure:Storm	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Upgrading:Roads Infrastructure:Roads	53 436	55 000	55 000
Finance And Administration	Capital:Infrastructure:New:Storm Water Infrastructure:Storm Water Conve	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal:Community Assets:Commu	–	–	–
Finance And Administration	-Infrastructure:Existing:Renewal:Community Assets:Sport And Recreatio	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Commu	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Commu	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Computer Equipment	5 000	5 000	20 000
Finance And Administration	Capital:Non-Infrastructure:New:Furniture And Office Equipment	3 000	3 000	3 000
Finance And Administration	Capital:Non-Infrastructure:New:Heritage Assets:Monuments	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible Assets:Computer Software And	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible Assets:Unspecified	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Investment Properties:Revenue Generatin	2 000	2 000	2 000
Finance And Administration	Capital:Non-Infrastructure:New:Machinery And Equipment	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Transport Assets	6 000	6 000	10 000
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgrading:Other Assets:Operational B	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Community Assets:Community Facilities	12 668	–	–
Environmental Protection	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs	5 000	5 000	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Mv Swit	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	18 920	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	1 823	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	3 753	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	2 374	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	4 128	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	16 000	15 880
Energy Sources	Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Lv Netwo	5 000	5 000	6 000
Energy Sources	Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Capital Sp	3 000	3 000	3 000
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Reser	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Water	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Dam	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Wate	–	10 000	10 000
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Distr	3 000	3 000	3 000
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs	–	10 000	4 750
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs	–	–	1 406
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Pump Station	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains	377	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains	–	1 547	11 200
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Distribution	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Distribution Points	–	6 000	3 030
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Pump	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta	–	3 000	3 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta	5 000	20 000	20 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulatio	–	–	5 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulatio	–	15 000	25 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Waste Wa	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac	10 000	5 000	5 000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Reticulat	–	6 950	3 000
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S	15 000	–	–
Waste Water Management	Capital:Infrastructure:New:Sanitation Infrastructure:Reticulation	24 806	–	–
Parent Capital expenditure		**184 285**	**180 497**	**209 266**

An amount of R311 842 000 is alloated towards the storm water system upgrade in Galeshewe which has created havoc over the years in the lives of the people.

Water and sanitation is another high priority area. With the WSIG, the dilapidated bulk infrastructure for sewer is targeted for renewal and upgrade. Water provision in Ritchie has been as criticaland the project of the installation of above groind water reservoirs is well underway.

It is also envisaged that the Riverton New Plant will be commissioned within the 2019/2020 MTREF, a major milestone indeed.

Electrification of formalised areas in another commitment that this budget is making. Areas that had been formalised, and sites allocated to beneficiaries with the intent to transfer these sites are prioritised. About 1 742 houses will be electrified during 2019/2020 financial year. The principle here is older areas must receiveservices firston condition that the business plan is approved by Department of Energy.

19. Contracts having future budgetary implications

The municipality has no contracts that extend beyong the MTREF at any given point in time except for long term borrowings which are reported separately. However, there are contracts that have been running beyong the 3 year period such as banking contract, the financial system contracts. These contracts are renewable annually.

The financial system contract have two components or flows into two categories, the implementation contract (2 years) and the supportand licensing contract which is payable annually. The support contracts alludes to the requisitioning of support in the adminstration, management and running of the system, whilst the licensing agreement alludes to user license fees.

The Banking Services Contract must be procured in due course. However, these contracts do not qualify under the definition of long term contracts.

The table below indicates contracts with future budgetary implications:

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework			Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Estimate
Parent Municipality:							
Revenue Obligation By Contract	2						
No Future Contracts Greater Than 5m		–	–	–	–	–	–
Total Operating Revenue Implication		–	–	–	–	–	–
Expenditure Obligation By Contract	2						
No Future Contracts Greater Than 5m		–	–	–	–	–	–
Total Operating Expenditure Implication		–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2						
Upgrade Stormwater Galeshewe		–	–	40 000	40 000	40 000	120 000
Lerato Park Link Water And Sewer		–	–	24 806	–	–	24 806
Homevale Fire Station		–	–	12 668	–	–	12 668
Total Capital Expenditure Implication		–	–	77 474	40 000	40 000	157 474
Total Parent Expenditure Implication		**–**	**–**	**77 474**	**40 000**	**40 000**	157 474

20. Legislation and compliance status

The IDPReview Process and the content of the IDP Review Document is prescribed in terms of Municipal Systems Act, whilst the process for the compilation and tabling of the Annual Budget is outlined in Chapter 4 of th Municipal Finance Management Act as well as the Municipal Budget and Reporting Regulations.

One of the most critical strategy document necessary for the IDP and IDP Review is the Spatial Development Framework, Disaster Management Plan, the Municipal Infrastrcuture Investent Plan and the Long Term Financial Plan. The SDF is in draft format currently and it will betaken through public participation. According to the plan, the SDF will be tabled to Council by no later than 30 June 2019. However, the recommendation had been taken into account in as afr as planning and land use management is concerned.

As part of ensuring better and informed infrastructure planning, the municipality prioritised the development of various sector plans. These are well in progress and some may be adopted by Council as part of the approval of the IDP Review and Budget. Once all sector plans are completed, these will be consolidated into MIIP as required in terms of Municipal Systems Act Section 26, referring to core components of the Integarted Development Plans.

A draft Long Term Financial Plan is in place. The completion of this plan is dependent on the availability of the MIIP. The Financial Services Directorate and the IDP offic are assisting the Municipal Manager in driving this process. Once all the basic documents are in place, a Growth and Dvelopment Strategy will be prioritised with a 100 year horizon.

The IDP Review is subject to scrutiny by the Department of COGHSTA, whilst the budget is assessed and benchmarked by National Treasury. The coomplinance testing must indicate that the budget is relevant, credible and funded, which we have been consistent in achieving.

There were issues raised on IDP Compliance testing by COGHSTA, these will be addressed in the Review Document and we hope to achieve the highest accoldate in this regard that the IDP is aligned with the National, Provincial and District's Development plans as well as the growth strategies.

21. Service Delivery Agreements

The Municipal Structures Act, Section 78 allows for two mechanisms for service delivery purposes, the internal mechanisms and the external mechanisms. Where an external mechanism has been chosen for a specific function or responsibility, a section 80 service delivery agreement must be entered into. At this stage no new Service delivery agreements is envisage to be entered into.

22. Certification

2.13 Municipal manager's quality certification

Quality Certificate

I, B Dhluwayo, Acting Municipal Manager of Sol Plaatje Local Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the Annual Budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name: B Dhluwayo

Acting Municipal Manager of Sol Plaatje Local Municipality (NC091)

Signature: .....

Date: 24/05/2019

List of acronyms

ACIP	Accelerated Community Infrastructure Programme
BEE	Black Economic Empowerment
CAPEX	Capital Expenditure
CBD	Central Business District
CDW	Community Development Worker
COGHSTA	Co-operative Governance Human Settlement and Traditional Affairs
CPIX	Consumer Price Index
CRR	Capital Replacement Reserve
DBSA	Development Bank of South Africa
DEAT	Department of Education and Training
DoRA	Division of Revenue Act
DoRB	Division of Revenue Bill
DWA	Department of Water Affairs
EEDG	Energy Efficiency Development Grant
EEDSM	Energy Efficient Demand Side Management Grant
EMT	Executive Management Team
EPWP	Extended Public Works Programme
ES	Equitable Share
FBDM	Frances Baard District Municipality
FBS	Free Basic Services
FLISP	Finance Linked Individual Subsidy Programme
FMG	Financial Management Grant
GDP	Gross Domestic Product
GRAP	Generally Recognized Accounting Practice
GURP	Galeshewe Urban Renewal Programme
HDI	Historically Disadvantaged Individuals
IDP	Integrated Development Plan
INEP	Integrated National Electrification Programme
ISDG	Infrastructure Skills Development Grant
IUDG	Infrastructure Urban Development Grant
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
LGTAS	Local Government Turnaround Strategy
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager

MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MSP	Municipal Support Programme
MTREF	Medium Term Revenue and Expenditure Framework
NCEDA	Northern Cape Economic and Development Agency
NCTA	Northern Cape Tourism Authority
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NERSA	National Energy Regulator of South Africa
NSDP	National Spatial Development Programme
NT	National Treasury
O&M	Operations and Maintenance
PGDS	Provincial Growth and Development Strategies
PMS	Performance Management System
PPP	Public Private Partnership
R&M	Repairs and Maintenance
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Agency
SALGBC	South African Local Government Bargaining Council
SARB	South African Reserve Bank
SDBIP	Service Delivery and Budget Implementation Plan
SETA	Sectoral Education and Training Authority
SFA	Strategic Focus Area
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprises
SPM	Sol Plaatje Municipality
StatsSA	Statistics South Africa
USDG	Urban Settlement Development Grant
WSIG	Water Services Infrastructure Grant

CIRCULAR 42
Funding of Budget

SOL PLAATJE MUNICIPALITY (NC091)

Part 1 - Budgeting for Financial Performance				
Description	**Ref**	**Budget Year 2019/20**	**Budget Year +1 2020/21**	**Budget Year +2 2021/22**
		R'000	**R'000**	**R'000**
Revenue by Source (Table 1)				
Property rates	A	578,654	625,994	674,739
Service charges	A	1,172,984	1,254,880	1,328,019
Operational Revenue		6,396	6,755	7,105
Rental of facilities and equipment	B	11,810	12,307	12,983
Interest earned - external investments	D	15,000	21,000	22,000
Interest earned - outstanding debtors	D	137,940	130,262	126,478
Fines	B	26,805	28,413	29,976
Licenses and permits	B	4,764	5,002	5,277
Government grants & subsidies - ops		230,509	224,026	240,687
Government grants & subsidies - capital	E	157,285	153,497	168,266
Other income	B	18,749	19,899	21,004
Total Revenue By Source		**2,360,897**	**2,482,035**	**2,636,536**
Internal recoveries		69,290	69,290	69,290
Cross Subsidization		8,500	10,650	12,850
Total		**2,438,686**	**2,561,975**	**2,718,675**
Operating Expenditure by Type (Table 6)				
Employee related costs	C	770,966	818,205	864,258
Remuneration of Councilors		31,753	33,817	35,846
Contracted Sercices		51,605	54,694	57,697
Operational Cost		201,231	215,276	223,273
Other material and consumbles		191,225	178,868	195,314
Bulk purchases - Electricity		520,000	562,120	591,350
Bulk purchases - Water		97,500	107,250	117,975
Interest external		24,661	23,543	22,343
Bad debts	F	226,000	240,800	259,984
Grants and subsidies paid		7,670	7,710	7,749
Depreciation		71,600	76,724	81,747
Total Operating Expenditure By Type		**2,194,210**	**2,319,006**	**2,457,537**
Internal Transfer		69,290	69,290	69,290
Cross Subsidization		8,500	10,650	12,850
Total		**2,271,999**	**2,398,945**	**2,539,677**
Operating Surplus/(Deficit)		**166,687**	**163,029**	**178,999**

SOL PLAATJE MUNICIPALITY (NC091)

Part 2 - Budgeting for Cash Flow				
Description	**Ref**	**Budget Year 2019/20**	**Budget Year +1 2020/21**	**Budget Year +2 2021/22**
		R'000	**R'000**	**R'000**
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Cash receipts from ratepayers, government and other	A,B	1,658,266	1,796,025	1,951,834
Cash receipts from government - operating		230,509	224,026	240,687
Cash receipts from government and other - capital		157,285	153,497	168,266
Interest received	D	49,485	53,566	53,619
Payments				
Cash paid to suppliers and employees	I	(1,861,949)	(1,932,233)	(2,090,824)
Finance charges		(24,661)	(23,543)	(22,343)
NET CASH FROM OPERATING ACTIVITIES		**208,935**	**271,338**	**301,240**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of property, plant and equipment		0	0	0
Increase in investment properties		0	0	0
(Increase)/decrease in non-current receivables		0	0	0
Payments				
Purchase of property, plant and equipment	G	(184,285)	(180,497)	(209,266)
(Increase)/decrease in current assets		0	0	0
Increase in non-current investments		0	0	0
NET CASH FROM INVESTING ACTIVITIES		**(184,285)**	**(180,497)**	**(209,266)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
New loans raised	G	0	0	0
Increase in consumer deposits		3,202	3,490	3,381
Payments				
Repayment of borrowing	G	(9,251)	(9,402)	(9,532)
NET CASH FROM FINANCING ACTIVITIES		**(6,049)**	**(5,912)**	**(6,151)**
NET INCREASE/(DECREASE) IN CASH		18,601	84,929	85,823
Cash and cash equivalents at the beginning of the year		123,879	142,480	227,409
Cash and cash equivalents at the end of the year		142,480	227,409	313,232

SOL PLAATJE MUNICIPALITY (NC091)

Part 3 - Reconciliation of reserves and commitments backed by cash/investments				
Description	**Ref**	**Budget Year 2019/20**	**Budget Year +1 2020/21**	**Budget Year +2 2021/22**
		R'000	**R'000**	**R'000**
Reserves to be backed by cash	H	106,990	36,480	39,861
Creditors unpaid at year end		190,608	202,045	214,167
Total commitments		**297,598**	**238,524**	**254,028**
Cash and cash equivalents at the end of the year		142,480	227,409	313,232
Long term investments		0	0	0
Cash and investments available		**142,480**	**227,409**	**313,232**

Explanation notes/references

A It is the billed/accrued amount and it is assumed that 90% will be collected (average at 87% including interest on debtors and billed)
B It is assumed that a 100% is received/collected
C Included is a provision for an average increase of 7%
D Interest received in the cash flow comprises of 25% of interest on debtors and 100% of investment interest
E All grants will be received and spent except for roll over capital projects
F Bad/Doubtful debts have been provided at 12.9% of billable revenue
G Capital budgeted expenditure of R184,285m is funded by R157,285m grants, R0m donation, R0m from a loan and R27m from operating (counter funding/CRR)
H The municipality has these projected reserves in the budgeted financial position that need to be backed by cash
I Counter funding included in capital projects deducted from operating expenditure

Is the municipality's budget appropriately funded - Yes
-cash receipts projections are realistic as the cash flow were reduced in line with expected levels of collection
- bad debts have been provided at approximately 12.9% of billed revenue

SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF FINANCIAL POSITION

	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022
ASSETS					
CURRENT ASSETS	1,484,123,970	1,555,096,846	1,667,757,770	1,786,280,073	1,899,580,049
Inventory	36,166,686	37,613,354	39,494,022	41,468,723	43,542,159
Non-current Assets Held-for-Sale		0	0	0	0
Trade Receivables from Exchange Transactions	823,389,837	889,261,024	929,277,770	938,570,547	929,184,842
Trade Receivables from Non-Exchange Transactions	456,272,392	492,774,183	514,949,021	520,098,512	514,897,527
Cash and Cash Equivalents	135,240,198	123,879,085	171,773,605	273,388,405	399,839,330
Operating Lease Assets	-	0	0	0	0
Vat Receivable from Exchange Transactions	33,054,857	11,569,200	12,263,352	12,753,886	12,116,192
Current Portion of Long-term Receivables from		0	0	0	0
Non-Current Assets	1,869,966,393	1,995,725,497	2,080,697,996	2,157,310,573	2,253,661,894
Property, Plant and Equipment	1,647,079,959	1,774,276,002	1,861,161,102	1,939,664,922	2,037,886,318
Heritage assets	7,863,705	7,863,705	7,863,705	7,863,705	7,863,705
Intangible Assets	11,052,314	11,162,837	11,274,465	11,387,210	11,501,082
Investment Property	194,125,578	192,184,322	190,262,479	188,359,854	186,476,256
Trade Receivables from Exchange Transactions	8,723,975	9,072,934	8,982,205	8,892,383	8,803,459
Trade Receivables from Non-Exchange Transactions	1,120,862	1,165,696	1,154,039	1,142,499	1,131,074
Long-term Receivables		0	0	0	0
Total Assets	**3,354,090,363**	**3,550,822,343**	**3,748,455,766**	**3,943,590,646**	**4,153,241,942**
LIABILITIES					
CURRENT LIABILITIES	344,136,378	339,346,341	362,392,216	384,229,499	403,018,611
Consumer deposits	32,340,693	35,574,762	38,776,490	42,266,374	45,647,684
Provisions	59,895,519	67,382,459	73,446,881	78,220,928	82,914,184
Creditors	168,055,164	179,819,025	190,608,167	202,044,657	214,167,336
Unspent conditional grants and receipts	31,731,875	0	0	0	0
VAT	39,432,987	47,319,584	50,158,759	52,165,110	49,556,854
Cash book overdraft	-	0	0	0	0
Current portion of long term liabilities	12,680,140	9,250,510	9,401,918	9,532,430	10,732,552
NON CURRENT LIABILITIES	441,306,497	466,714,695	474,615,324	484,883,490	496,747,122
Long term liabilities	204,225,630	201,184,124	182,531,696	163,597,348	143,332,366
Retirement Benefit Liabilities	236,606,079	264,998,808	291,498,689	320,648,558	352,713,414
Non current provisions	474,788	531,763	584,939	637,584	701,342
Total Liabilities	**785,442,875**	**806,061,036**	**837,007,540**	**869,112,989**	**899,765,733**
Total Assets and Liabilities	**2,568,647,488**	**2,744,761,307**	**2,911,448,226**	**3,074,477,657**	**3,253,476,210**
NET ASSETS	2,568,647,488	2,744,761,307	2,911,448,226	3,074,477,657	3,253,476,210
Accumulated surplus/deficit	2,568,647,488	2,744,761,307	2,911,448,226	3,074,477,657	3,253,476,210
Total Net Assets	**2,568,647,488**	**2,744,761,307**	**2,911,448,226**	**3,074,477,657**	**3,253,476,210**
TOTAL NET ASSETS AND LIABILITIES	**3,354,090,363**	**3,550,822,343**	**3,748,455,766**	**3,943,590,646**	**4,153,241,942**
	0	0	0	0	0

SOL PLAATJE MUNICIPALITY (NC091)
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2019

	2019 R	2018 R
CASH FLOW FROM OPERATING ACTIVITIES		
Grants received	388,289,910	375,513,065
Sale of goods and services	1,474,279,189	1,079,266,745
Employee Costs	-698,651,971	-647,309,202
Supplier payments	-988,486,962	-834,380,083
Cash generated from/(utilized in) operations	175,430,166	-26,909,475
Interest received	156,490,000	193,494,390
Interest paid	-26,298,836	-27,213,051
NET CASH FROM OPERATING ACTIVITIES	305,621,330	139,371,865
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment	-313,940,936	-238,303,873
Purchase of Intangible Assets	0	-11,339,692
Purchase of Investment Property	0	-813,064
(Increase) / decrease in Long-term Receivables	0	0
Proceeds on Disposal of Investment Property		2,356,666
NET CASH FROM INVESTING ACTIVITIES	-313,940,936	-248,099,963
CASH FLOWS FROM FINANCING ACTIVITIES		
New Finance leases	0	6,479,548
New loans raised	0	0
(Loans repaid)	-3,041,506	-8,246,580
NET CASH FROM FINANCING ACTIVITIES	-3,041,506	-1,767,032
NET DECREASE IN CASH AND CASH EQUIVALENTS	**-11,361,112**	**-110,495,130**
Cash and cash equivalents at the beginning of the year	**135,240,198**	245,735,328
Cash and cash equivalents at the end of the year	**123,879,085**	135,240,198

SOL PLAATJE MUNICIPALITY (NC091)
STATEMENT OF BUDGETED FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2018

Budget 2018 R	Budget 2019 R			Expected 2019 R	Actual 2018 R
		REVENUE			
		Revenue from Non-exchange Transactions			
511,595,364	541,312,085	Property rates	19	541,312,085	492,400,491
15,430,000	25,735,000	Fines		25,735,000	21,829,794
2,905,000	3,450,000	Licenses and permits		3,450,000	5,312,491
398,474,200	388,289,910	Government grants and subsidies	21	388,289,910	375,513,065
-	0	Public contributions and donations		0	4,561,345
		Revenue from Exchange Transactions			
1,030,043,430	1,015,308,354	Service charges	20	1,015,308,354	919,413,436
11,115,000	11,257,000	Rental of facilities and equipment		11,257,000	10,566,166
4,000,000	0	Income for agency services		0	5,538,961
20,000,000	15,000,000	Interest earned - external investments	25	15,000,000	18,700,351
97,629,000	141,490,000	Interest earned - outstanding debtors	25	141,490,000	174,794,039
22,055,060	25,212,900	Other income	22	25,212,900	24,518,060
					0
0	10,000,000	Gains on disposal of property, plant and equipment		10,000,000	-
2,113,247,054	**2,177,055,249**	**Total Revenue**		**2,177,055,249**	**2,053,148,197**
		EXPENDITURE			
679,381,122	698,651,971	Employee related costs	23	698,651,971	647,309,202
27,674,819	29,685,309	Remuneration of Councillors	24	29,685,309	28,409,358
67,510,000	69,250,000	Depreciation	50	69,250,000	64,071,006
203,000,000	207,000,000	Bad debts - Provision	15	207,000,000	240,466,835
26,811,930	26,298,836	Interest paid	25	26,298,836	27,213,051
524,000,000	566,500,000	Bulk purchases	26	566,500,000	501,333,991
57,174,085	43,710,500	Contracted services		43,710,500	53,354,448
9,490,000	6,970,000	Grants and subsidies paid	27	6,970,000	9,324,953
362,770,016	352,874,814	General expenses	28	352,874,814	258,299,568
		Loss on Inventory			129,194
		Loss on disposal of Property, Plant and Equipment			2,153,967
		Foreign Exchange Loss			354,136
		Impairment of Property, Plant and Equipment			371,499
1,957,811,972	**2,000,941,430**	**Total Expenditure**		**2,000,941,430**	**1,832,791,208**
155,435,082	**176,113,819**	**SURPLUS/(DEFICIT)**		**176,113,819**	**220,356,989**
0	0	**Share of surplus/(deficit) of associate accounted for under the equity method**		0	0
155,435,082	**176,113,819**	**SURPLUS/(DEFICIT) FOR THE YEAR**		**176,113,819**	**220,356,989**

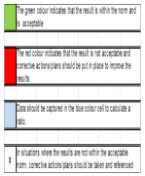
SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF CHANGES
FOR THE YEAR ENDING 30 JUNE 2019

	Capital Replacement Reserve R	Self-Insurance Reserve R	COID Reserve	Accumulated Surplus/ (Deficit) R	Total R
2017					
Balance at 1 July 2017	**92,131,484**	**24,092,886**	**10,720,710**	**2,348,290,499**	2,348,290,499
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	92,131,484	24,092,886	10,720,710	2,348,290,499	2,348,290,499
Surplus/(deficit) for the year				220,356,989	220,356,989
Transfer to CRR	30,000,000			-30,000,000	0
Property, plant and equipment purchased	(57,014,014)			57,014,014	0
Capital grants used to purchase PPE					0
Donated/contributed PPE					0
Contribution to Insurance Reserve		185,232	249,479	-434,711	0
Adjustments					0
Asset disposals					0
Balance at 30 JUNE 2018	**65,117,470**	**24,278,117**	**10,970,189**	**2,595,226,791**	**2,568,647,488**
2019					
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	**65,117,470**	**24,278,117**	**10,970,189**	**2,595,226,791**	**2,568,647,488**
Surplus/(deficit) for the year				176,113,819	176,113,819
Transfer to CRR	5,000,000			-5,000,000	0
Property, plant and equipment purchased	(37,552,497)			37,552,497	0
Contribution to Insurance Reserve		200,000	200,000	-400,000	0
Asset disposals				0	0
Balance at 30 JUNE 2019	**32,564,973**	**24,478,117**	**11,170,189**	**2,803,493,107**	**2,744,761,307**

CIRCULAR 71
Financial Ratios and Norms

NATIONAL TREASURY
MFMA Circular No 71
Municipal Finance Management Act No. 56 of 2003

Annexure A **Interpretation of results**



Template for Calculation of Uniform Financial Ratios and Norms

NO	RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS R'000 2019/20	DATA INPUTS AND RESULTS R'000 2020/21	DATA INPUTS AND RESULTS R'000 2021/22	*INTERPRETATION*	MUNICIPAL COMMENTS (#)
1. FINANCIAL POSITION										
A. Asset Management/Utilisation										
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		8%	7%	8%	*Please refer to page 2 of MFMA Circular No.71*	
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense	-	-	-		
					Total Capital Expenditure	184,285	180,497	209,266		
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%		0%	0%	0%	*Please refer to page 3 of MFMA Circular No. 71*	
					PPE, Investment Property and Intangible Impairment					
					PPE at carrying value	1,869,025	1,947,529	2,045,750		
					Investment at carrying value	190,262	188,360	186,476		
					Intangible Assets at carrying value	11,274	11,387	11,501		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		9%	8%	9%	*Please refer to page 4 of MFMA Circular No. 71*	The total amount used in this calculation is not including labour costs.
					Total Repairs and Maintenance Expenditure	191,225	178,868	195,314		
					PPE at carrying value	1,869,025	1,947,529	2,045,750		
					Investment Property at Carrying value	190,262	188,360	186,476		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		19%	21%	22%	*Please refer to page 4 of MFMA Circular No. 71*	
					Total Repairs and Maintenance Expenditure including Labour Costs	382,450	357,735	390,628		
					PPE at carrying value	1,869,025	1,535,620	1,577,221		
					Investment Property at Carrying value	190,262	202,754	204,782		
B. Debtors Management										
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		84%	86%	88%	*Please refer to page 5 of MFMA Circular No. 71*	The provision for doubful debt amounts to around 13% annually. This is in line with previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate.
					Gross Debtors closing balance	2,684,651	2,939,893	3,185,290		
					Gross Debtors opening balance	2,396,459	2,684,651	2,939,893		
					Bad debts written Off	–				
					Billed Revenue	1,751,638	1,880,874	2,002,758		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		0%	0%	0%	*Please refer to page 5 of MFMA Circular No. 71*	
					Consumer Debtors Bad debts written off					
					Consumer Debtors Current bad debt Provision	1,240,424	1,481,224	1,741,208		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		301 days	283 days	263 days	*Please refer to page 6 of MFMA Circular No. 71*	The gross debtors balance includes unpaid grants as well as non-billed revenue. A portion of gross debtors also relates to property rates which is recovereable when selling the asset and government debt, which is not impaired. The mentioned factors distorts the net debtor days to an extent.
					Gross debtors	2,684,651	2,939,893	3,185,290		
					Bad debts Provision	1,240,424	1,481,224	1,741,208		
					Billed Revenue	1,751,638	1,880,874	2,002,758		
C. Liquidity Management										
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		1 Month	2 Month	2 Month	*Please refer to page 7 of MFMA Circular No. 71*	
					Cash and cash equivalents					
					Unspent Conditional Grants	-	-	-		
					Overdraft	–	–	–		
					Short Term Investments	171,774	273,388	399,839		
					Total Annual Operational Expenditure	1,886,610	1,955,776	2,113,167		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		4.60	4.65	4.71	*Please refer to page 7 of MFMA Circular No. 71*	
					Current Assets	1,667,758	1,786,280	1,899,580		
					Current Liabilities	362,392	384,229	403,019		

D. Liability Management

1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		2%	1%	1%	*Please refer to page 8 of MFMA Circular No. 71*	
					Interest Paid	24,661	23,543	22,343		
					Redemption	9,402	9,532	10,733		
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense					
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		9%	8%	6%	*Please refer to page 9 of MFMA Circular No. 71*	
					Total Debt	191,934	173,130	154,065		
					Total Operating Revenue	2,360,897	2,482,035	2,636,536		
					Operational Conditional Grants	230,509	224,026	240,687		

E. Sustainability

1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		159%	234%	300%	*Please refer to page 9 of MFMA Circular No. 71*	
					Cash and cash Equivalents	–	–	–		
					Bank Overdraft	–	–	–		
					Short Term Investment	171,774	273,388	399,839		
					Long Term Investment					
					Unspent Grants	–	–	–		
					Net Assets	2,911,448	3,074,478	3,253,476		
					Accumulated Surplus	2,803,493	2,957,685	3,120,358		

2. FINANCIAL PERFORMANCE

A. Efficiency

1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		10%	10%	10%	*Please refer to page 10 of MFMA Circular No. 71*	
					Total Operating Revenue	2,360,897	2,482,035	2,636,536		
					Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial*	71,600	76,724	81,747		
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense					
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		7%	7%	7%	*Please refer to page 10 of MFMA Circular No. 71*	
					Total Electricity Revenue	700,551	752,170	806,806		
					Total Electricity Expenditure	649,215	698,835	751,470		
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		17%	17%	16%	*Please refer to page 11 of MFMA Circular No. 71*	
					Total Water Revenue	255,384	270,553	287,767		
					Total Water Expenditure	210,830	225,898	242,813		
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		6%	6%	6%	*Please refer to page 12 of MFMA Circular No. 71*	
					Total Refuse Revenue	56,803	60,158	63,603		
					Total Refuse Expenditure	53,403	56,658	59,803		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		18%	17%	16%	*Please refer to page 12 of MFMA Circular No. 71*	
					Total Sanitation and Water Waste Revenue	76,450	80,972	85,622		
					Total Sanitation and Water Waste Expenditure	62,600	67,372	71,872		

B. Distribution Losses

1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		16%	14%	12%	*Please refer to page 13 of MFMA Circular No. 71*	Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12%
					Number of units purchased and/or generated ('000)	533,137	533,137	533,137		
					Number of units sold ('000)	447,835	458,498	469,161		
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		45%	40%	35%	*Please refer to page 13 of MFMA Circular No. 71*	The Municipality is busy with projects to adress the water losses. These include metering the bulk use of stand pipes in areas, the installation of bulk meters per area, smart metering of Municipal own use and savings options at Riverton plant.
					Number of kilolitres purchased and/or purified ('000)	26,321	26,809	27,305		
					Number of kilolitres sold ('000)	14,477	16,085	17,748		

C. Revenue Management										
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active	Debtors System	None		2%	1%	1%	*Please refer to page 14 of MFMA Circular No. 71*	
					Number of Active Debtors Accounts (Previous)	62	63	64		
					Number of Active Debtors Accounts (Current)	63	64	65		
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		8%	5%	6%		
					CPI	5.60%	5.40%	5.40%	*Please refer to page 15 of MFMA Circular No. 71*	
					Total Revenue (Previous)	2,177,055	2,360,897	2,482,035		
					Total Revenue (Current)	2,360,897	2,482,035	2,636,536		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		11%	6%	6%		
					CPI	5.60%	5.40%	5.40%	*Please refer to page 15 of MFMA Circular No. 71*	The revenue figure requires the exclusion of capital grants but still includes operational grants, which is not a true reflection of growth in tariffs and city
					Total Revenue Exl.Capital (Previous)	1,983,264	2,203,612	2,328,538		
					Total Revenue Exl.Capital (Current)	2,203,612	2,328,538	2,468,270		
D. Expenditure Management										
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		79 days	79 days	78 days		
					Trade Creditors	190,608	202,045	214,167		
					Contracted Services	51,605	54,694	57,697		
					Repairs and Maintenance	–	–	–	*Please refer to page 16 of MFMA Circular No.71*	This ratio is calculated as at a specific point in time, which results in a distorted representation of the actual payment days. Especially at year-end, the outstanding creditors will be high. This is further supported by the fact that no paragraph for non compliance with this legislation was included in the recent audit report.
					General expenses	32,331	31,253	30,092		
					Bulk Purchases	617,500	669,370	709,325		
					Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)*	184,285	180,497	209,266		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	0%	0%		
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure				*Please refer to page 16 of MFMA Circular No. 71*	
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense					
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		37%	37%	37%		
					Employee/personnel related cost	770,966	818,205	864,258	*Please refer to page 17 of MFMA Circular No. 71*	
					Councillors Remuneration	31,753	33,817	35,846		
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense					
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		2%	2%	2%		
					Contracted Services	51,605	54,694	57,697	*Please refer to page 17 of MFMA Circular No. 71*	
					Total Operating Expenditure	2,194,210	2,319,006	2,457,537		
					Taxation Expense					
E. Grant Dependency										
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and	None		15%	15%	20%		
					Internally generated funds	27,000	27,000	41,000	*Please refer to page 18 of MFMA Circular No. 71*	
					Borrowings	–	–	–		
					Total Capital Expenditure	184,285	180,497	209,266		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements	None		25%	18%	13%		
					Internally generated funds	25,382	20,903	14,000	*Please refer to page 18 of MFMA Circular No. 71*	
					Total Capital Expenditure	101,114	119,066	106,226		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		97%	97%	97%		
					Total Revenue	2,360,897	2,482,035	2,636,536	*Please refer to page 18 of MFMA Circular No. 71*	
					Government grant and subsidies	230,509	224,026	240,687		
					Public contributions and Donations					
					Capital Grants	157,285	153,497	168,266		
3. BUDGET IMPLEMENTATION										
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		100%	100%	100%		
					Actual Capital Expenditure	101,114	119,066	106,226	*Please refer to page 19 of MFMA Circular No. 71*	
					Budget Capital Expenditure	101,114	119,066	106,226		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%		
					Actual Operating Expenditure	2,194,210	2,319,006	2,457,537	*Please refer to page 20 of MFMA Circular No. 71*	
					Budget Operating Expenditure	2,194,210	2,319,006	2,457,537		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%		
					Actual Operating Revenue	2,360,897	2,482,035	2,636,536	*Please refer to page 20 of MFMA Circular No. 71*	
					Budget Operating Revenue	2,360,897	2,482,035	2,636,536		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%		
					Actual Service Charges and Property Rates Revenue	1,751,638	1,880,874	2,002,758	*Please refer to page 21 of MFMA Circular No. 71*	
					Budget Service Charges and Property Rates Revenue	1,751,638	1,880,874	2,002,758		

MARCH 2019/20
BUDGET
ANNEXURES

1.Schedules
2.Tariffs
3.History of Tariffs
4.IDP Overview
5.SDBIP
6.Policies
7.By-laws
8.MFMA-Circulars

BUDGET SCHEDULES AND SUPPORTING TABLES

Municipal annual budgets and MTREF & supporting tables

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national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

Elsabé Rossouw
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Tel: (012) 315-5534
Electronic submissions:
LG Upload Portal

Preparation Instructions
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NC091 Sol Plaatje
CFO Name:
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E-Mail:
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Budget for MTREF starting:
2019
Budget Year:
Does this municipality have Entities?
No
If YES: Identify type of report:
Parent Municipality
LGDB Export
Name Votes & Sub-Votes
Printing Instructions
Showing / Hiding Columns
Hide Pre-audit columns on all
Hide Reference columns on all
Showing / Clearing Highlights
Clear Highlights on all sheets
Important documents which provide essential assistance
MFMA Budget Circulars
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MBRR Budget Formats Guide
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Dummy Budget Guide
Click to view
Funding Compliance Guide
Click to view
MFMA Return Forms
Click to view

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 01 - Executive & Council	Vote 01	**Executive & Council**	
Vote 02 - Municipal And General	01.1	Councillor's Expenses	01.1 - Councillor's Expenses
Vote 03 - Municipal Manager	01.2	Executive Mayor Admin	01.2 - Executive Mayor Admin
Vote 04 - Corporate Services	01.3	Speakers Office Admin	01.3 - Speakers Office Admin
Vote 05 - Community Services	Vote 02	**Municipal And General**	
Vote 06 - Financial Services	02.1	Municipal And General	02.1 - Municipal And General
Vote 07 - Strategy Econ Development And Planning	02.2	Mun : Insurance Fund - Short Term	02.2 - Mun : Insurance Fund - Short Term
Vote 08 - Infrastructure And Services	02.3	Mun : Workmen's Compensation Fund	02.3 - Mun : Workmen's Compensation Fund
Vote 09 -	Vote 03	**Municipal Manager**	
Vote 10 -	03.1	Municipal Manager - Admin	03.1 - Municipal Manager - Admin
Vote 11 -	03.2	Internal Investigations	03.2 - Internal Investigations
Vote 12 -	03.3	Internal Audit	03.3 - Internal Audit
Vote 13 -	03.4	Idp Unit	03.4 - Idp Unit
Vote 14 -	03.5	Project Management Unit - Pmu	03.5 - Project Management Unit - Pmu
Vote 15 - Other	Vote 04	**Corporate Services**	
	04.1	Corporate Services - Admin	04.1 - Corporate Services - Admin
	04.2	Office Services And Archives	04.2 - Office Services And Archives
	04.3	H R - Management	04.3 - H R - Management
	04.4	H R - Recruitment And Benefits	04.4 - H R - Recruitment And Benefits
	04.5	H R - Training And Development	04.5 - H R - Training And Development
	04.6	H R - Local Authority Training	04.6 - H R - Local Authority Training
	04.7	Publicity And Media Coordination	04.7 - Publicity And Media Coordination
	04.8	Risk Management	04.8 - Risk Management
	04.9	Security And Protection	04.9 - Security And Protection
	Vote 05	**Community Services**	
	05.1	Community Services - Admin	05.1 - Community Services - Admin
	05.2	Emergency Services	05.2 - Emergency Services
	05.3	Biodiversity And Landscape	05.3 - Biodiversity And Landscape
	05.4	Libraries	05.4 - Libraries
	05.5	Road Traffic Regulations	05.5 - Road Traffic Regulations
	05.6	Vehicle Licensing And Testing	05.6 - Vehicle Licensing And Testing
	05.7	Vehicle Licensing And Testing	05.7 - Vehicle Licensing And Testing
	05.8	Community Parks	05.8 - Community Parks
	05.9	Sport Grounds And Stadiums	05.9 - Sport Grounds And Stadiums
	05.10	Community Halls And Facilities	05.10 - Community Halls And Facilities
	05.11	Swimming Pools	05.11 - Swimming Pools
	05.12	Cemetries	05.12 - Cemetries
	05.13	Resorts And Camping Sites Inside Spm	05.13 - Resorts And Camping Sites Inside Spm
	05.14	Resorts And Camping Sites Outside Spm	05.14 - Resorts And Camping Sites Outside Spm
	05.15	Resort Transka	05.15 - Resort Transka
	05.16	Health - Admin	05.16 - Health - Admin
	05.17	Health - Clinics	05.17 - Health - Clinics
	05.18	Health - Inspections	05.18 - Health - Inspections
	05.19	Health - Commonage And Pound	05.19 - Health - Commonage And Pound
	05.20	Refuse - Polution Control/Collection	05.20 - Refuse - Polution Control/Collection
	05.21	Refuse - Landfill Sites	05.21 - Refuse - Landfill Sites
	05.22	Refuse - Maintenance	05.22 - Refuse - Maintenance
	Vote 06	**Financial Services**	
	06.1	Financial Services Admin	06.1 - Financial Services Admin
	06.2	Financial Management Grant	06.2 - Financial Management Grant
	06.3	Asset And Risk	06.3 - Asset And Risk
	06.4	Budget And Financial Reporting	06.4 - Budget And Financial Reporting
	06.5	Budget And Financial Reporting	06.5 - Budget And Financial Reporting
	06.6	Expenditure Creditors/Payroll	06.6 - Expenditure Creditors/Payroll
	06.7	Information Technology	06.7 - Information Technology
	06.8	Billing Finance	06.8 - Billing Finance
	06.9	Property Rates And Valuations	06.9 - Property Rates And Valuations
	06.10	Debt Collection	06.10 - Debt Collection
	06.11	Supply Chain Management	06.11 - Supply Chain Management
	Vote 07	**Strategy Econ Development And Planning**	
	07.1	Sedp Admin	07.1 - Sedp Admin
	07.2	Tourism	07.2 - Tourism
	07.3	Properties Services	07.3 - Properties Services
	07.4	Economic Development And Planning	07.4 - Economic Development And Planning
	07.5	Town Planning	07.5 - Town Planning
	07.6	Building Inspectorate	07.6 - Building Inspectorate
	07.7	Properties Maintenance	07.7 - Properties Maintenance
	07.8	Markets And Street Trading	07.8 - Markets And Street Trading
	07.9	Urban Renewal Program	07.9 - Urban Renewal Program
	Vote 08	**Infrastructure And Services**	
	08.1	Infrastructure Admin	08.1 - Infrastructure Admin
	08.2	Ce - Water And Sanitation	08.2 - Ce - Water And Sanitation
	08.3	Public Toilets	08.3 - Public Toilets
	08.4	Mechanical Workshops	08.4 - Mechanical Workshops
	08.5	Fleet	08.5 - Fleet
	08.6	Roads Planning And Design	08.6 - Roads Planning And Design
	08.7	Road Construction And Maintenance	08.7 - Road Construction And Maintenance
	08.8	Housing - Admin	08.8 - Housing - Admin
	08.9	Housing - Maintenance	08.9 - Housing - Maintenance
	08.10	Sewerage - Reticulation	08.10 - Sewerage - Reticulation
	08.11	Sewerage - Treatment	08.11 - Sewerage - Treatment
	08.12	Sewerage - Maintenance	08.12 - Sewerage - Maintenance
	08.13	Water - Treatment	08.13 - Water - Treatment
	08.14	Water - Distribution	08.14 - Water - Distribution
	08.15	Water - Maintenance	08.15 - Water - Maintenance
	08.16	Electricity - Admin	08.16 - Electricity - Admin
	08.17	Electricity - Maintenance	08.17 - Electricity - Maintenance
	08.18	Electricity - Streetlights Maintenance	08.18 - Electricity - Streetlights Maintenance
	Vote 09		
	Vote 10		
	Vote 11		
	Vote 12		
	Vote 13		
	Vote 14		
	Vote 15	**Other**	

NC091 Sol Plaatje - Contact Information

A. GENERAL INFORMATION

Municipality	**NC091 Sol Plaatje**
Grade	5
Province	**NC NORTHERN CAPE**
Web Address	**www.solplaatje.org.za**
e-mail Address	**info@solplaatje.org.za**

1 Grade in terms of the Remuneration of Public Office Bearers Act.

B. CONTACT INFORMATION

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City / Town	Kimberley
Postal Code	8300
Street address	
Building	Civic Centre
Street No. & Name	Sol Plaatje Drive
City / Town	Kimberley
Postal Code	8301
General Contacts	
Telephone number	0538306911
Fax number	0538331005

C. POLITICAL LEADERSHIP

Speaker:		**Secretary/PA to the Speaker:**	
ID Number	7908300148084	ID Number	7909080455087
Title	Ms	Title	Ms
Name	I KOOPMAN	Name	E MDALI
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Cell number	0780689185	Cell number	0781906174
Fax number		Fax number	0538391431
E-mail address	ikoopman@solplaatje.org.za	E-mail address	emdali@solplaatje.org.za
Mayor/Executive Mayor:		**Secretary/PA to the Mayor/Executive Mayor:**	
ID Number	6410255786084	ID Number	8906140591082
Title	Mr	Title	Ms
Name	PS MABILO	Name	T KGANTSI
Telephone number	0538306269	Telephone number	0538306269
Cell number	0817999540	Cell number	0762213498
Fax number		Fax number	
E-mail address	pmabilo@solplaatje.org.za	E-mail address	tkgantsi@solplaatje.org.za

D. MANAGEMENT LEADERSHIP

Municipal Manager:		**Secretary/PA to the Municipal Manager:**	
ID Number	5607255146083	ID Number	7703280509086
Title	Mr.	Title	Ms
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Fax number	0538331005	Fax number	0538331005
E-mail address	0832558808	E-mail address	jbonokwane@solplaatje.org.za
Chief Financial Officer		**Secretary/PA to the Chief Financial Officer**	
ID Number	7409010648083	ID Number	8404230231082
Title	Ms	Title	Ms
Name	ZL MAHLOKO	Name	L BARTLETT
Telephone number	0538306500	Telephone number	0538306502
Cell number	0827565659	Cell number	0727213953
Fax number	0538326571	Fax number	0538314658
E-mail address	zmahloko@solplaatje.org.za	E-mail address	lbartlett@solplaatje.org.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	7904040134088	ID Number	8112110012080
Title	Ms	Title	Ms
Name	CELESTE CROUCH	Name	CANDY JENNEKE
Telephone number	0538306533	Telephone number	0538306564
Cell number	0832609374	Cell number	0658624272
Fax number	0866812135	Fax number	0538314658
E-mail address	ccrouch@solplaatje.org.za	E-mail address	cjenneke@solplaatje.org.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	5409175029089	ID Number	6012025021089
Title	Mr	Title	Mr
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Cell number	0716736302	Cell number	0828346330
Fax number		Fax number	
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Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	5708100073082	ID Number	8204210057089
Title	Ms	Title	Ms
Name	BERYL ENGELBRECHT	Name	KARIN DE KLERK
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E-mail address	bengelbrecht@solplaatje.org.za	E-mail address	kdklerk@solplaatje.org.za

NC091 Sol Plaatje - Table A1 Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates	**484,397**	455,092	492,400	541,312	541,312	541,312	541,312	578,654	625,994	674,739
Service charges	909,207	951,040	919,414	1,107,508	1,015,308	1,015,308	1,015,308	1,172,984	1,254,880	1,328,019
Investment revenue	20,996	21,576	18,700	20,000	15,000	15,000	15,000	15,000	21,000	22,000
Transfers recognised - operational	164,215	165,337	172,480	188,874	194,729	194,729	194,729	230,509	224,026	240,687
Other own revenue	163,742	198,630	242,559	196,145	217,145	217,145	217,145	206,465	202,638	202,824
Total Revenue (excluding capital transfers and contributions)	1,742,557	1,791,676	1,845,554	2,053,839	1,983,495	1,983,495	1,983,495	2,203,612	2,328,538	2,468,270
Employee costs	602,966	567,317	647,309	716,652	698,652	698,652	698,652	770,966	818,205	864,258
Remuneration of councillors	20,948	25,011	28,409	29,335	29,685	29,685	29,685	31,753	33,817	35,846
Depreciation & asset impairment	57,792	60,291	64,443	69,250	69,250	69,250	69,250	71,600	76,724	81,747
Finance charges	29,018	27,789	27,213	25,799	26,299	26,299	26,299	24,661	23,543	22,343
Materials and bulk purchases	587,694	613,714	662,597	723,112	739,446	739,446	739,446	808,725	848,238	904,639
Transfers and grants	6,625	7,984	9,325	9,670	6,970	6,970	3,342	7,670	7,710	7,749
Other expenditure	313,629	320,227	393,495	473,038	430,639	430,639	430,639	478,836	510,769	540,954
Total Expenditure	1,618,672	1,622,333	1,832,791	2,046,856	2,000,941	2,000,941	1,997,314	2,194,210	2,319,006	2,457,537
Surplus/(Deficit)	123,885	169,344	12,763	6,983	(17,447)	(17,447)	(13,819)	9,402	9,532	10,733
Transfers and subsidies - capital (monetary allocations) (N	111,728	89,523	203,033	285,063	193,560	193,560	193,560	157,285	153,497	168,266
Contributions recognised - capital & contributed assets	261	–	4,561	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	235,873	258,866	220,357	292,046	176,114	176,114	179,742	166,687	163,029	178,999
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	235,873	258,866	220,357	292,046	176,114	176,114	179,742	166,687	163,029	178,999
Capital expenditure & funds sources										
Capital expenditure	**151,651**	119,691	250,457	333,241	231,113	231,113	231,113	184,285	180,497	209,266
Transfers recognised - capital	**111,728**	89,523	203,033	282,795	193,560	193,560	193,560	157,285	153,497	168,266
Borrowing	**–**	–	–	–	–	–	–	–	–	–
Internally generated funds	**39,922**	30,168	47,423	50,446	37,552	37,552	37,552	27,000	27,000	41,000
Total sources of capital funds	**151,651**	119,691	250,457	333,241	231,113	231,113	231,113	184,285	180,497	209,266
Financial position										
Total current assets	**1,162,808**	1,355,405	1,484,124	936,231	1,345,830	1,345,830	1,345,830	1,626,975	1,812,008	1,852,042
Total non current assets	**1,636,369**	1,686,169	1,869,966	2,073,998	2,073,998	2,073,998	2,081,090	2,068,060	2,109,487	2,170,027
Total current liabilities	**238,889**	266,704	344,136	273,622	273,622	273,622	533,260	551,930	574,810	601,820
Total non current liabilities	**480,531**	426,578	441,306	479,925	479,925	479,925	220,286	172,417	144,219	115,626
Community wealth/Equity	**2,047,062**	2,348,290	2,568,647	2,782,213	2,666,281	2,666,281	2,669,908	2,970,688	3,202,467	3,304,624
Cash flows										
Net cash from (used) operating	**146,295**	114,353	139,372	282,536	220,536	220,536	–	277,161	367,136	212,936
Net cash from (used) investing	**(151,651)**	(119,691)	(248,100)	(332,420)	(231,114)	(231,114)	–	(184,285)	(180,497)	(209,266)
Net cash from (used) financing	**(10,824)**	(8,204)	(1,767)	(9,399)	(9,399)	(9,399)	–	(6,049)	(5,912)	(6,151)
Cash/cash equivalents at the year end	**259,277**	245,734	135,240	184,406	115,263	115,263	–	202,090	382,818	380,337
Cash backing/surplus reconciliation										
Cash and investments available	**259,276**	245,735	135,240	183,584	115,264	115,264	115,264	202,093	382,843	380,736
Application of cash and investments	**(336,297)**	(452,362)	(546,753)	(266,203)	(598,332)	(598,332)	203,382	(943,620)	(946,904)	(913,515)
Balance - surplus (shortfall)	**595,572**	698,097	681,993	449,787	713,596	713,596	(88,118)	1,145,712	1,329,747	1,294,251
Asset management										
Asset register summary (WDV)	**1,634,720**	1,670,822	1,860,122	2,073,998	2,073,998	2,073,998	2,073,998	2,068,060	2,109,487	2,170,027
Depreciation	**57,792**	60,291	64,443	69,250	69,250	69,250	69,250	71,600	76,724	81,747
Renewal and Upgrading of Existing Assets	**92,348**	78,479	269,523	249,634	153,323	153,323	153,323	99,436	130,950	138,000
Repairs and Maintenance	**133,684**	121,748	161,263	246,813	245,704	245,704	245,704	260,050	279,235	298,440
Free services										
Cost of Free Basic Services provided	**47,010**	46,989	65,533	150,746	147,746	147,746	127,176	127,176	130,994	149,274
Revenue cost of free services provided	**107**	112	26,434	32,202	27,202	27,202	32,190	32,190	34,235	36,232
Households below minimum service level										
Water:	2	1	2	2	2	2	2	2	2	2
Sanitation/sewerage:	4	4	4	4	4	4	4	4	5	5
Energy:	7	7	14	7	7	7	7	7	7	7
Refuse:	9	9	9	9	9	9	9	9	10	10

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Governance and administration		**862,314**	**867,059**	**995,678**	**1,119,176**	**1,040,797**	**1,040,797**	**1,074,878**	**1,109,558**	**1,184,636**
Executive and council		362,563	402,153	492,849	554,304	472,784	472,784	468,192	453,716	480,013
Finance and administration		499,751	464,906	502,828	564,872	568,013	568,013	606,686	655,842	704,623
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**23,269**	**44,026**	**23,615**	**26,995**	**26,995**	**26,995**	**25,995**	**27,380**	**28,431**
Community and social services		9,702	30,855	9,900	12,644	12,644	12,644	11,008	11,686	11,873
Sport and recreation		3,869	3,276	3,615	3,710	3,710	3,710	3,730	3,975	4,194
Public safety		140	128	253	170	170	170	285	302	319
Housing		9,529	9,692	9,790	10,401	10,401	10,401	10,901	11,343	11,967
Health		30	75	58	70	70	70	70	74	78
Economic and environmental services		**12,721**	**12,933**	**25,773**	**19,426**	**17,158**	**17,158**	**18,223**	**19,323**	**20,398**
Planning and development		2,722	2,575	4,627	6,511	4,243	4,243	3,923	4,163	4,402
Road transport		9,998	10,359	21,145	12,915	12,915	12,915	14,300	15,160	15,996
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**943,139**	**953,436**	**993,173**	**1,165,163**	**1,083,963**	**1,083,963**	**1,232,289**	**1,315,742**	**1,392,487**
Energy sources		595,477	594,267	598,723	740,342	630,342	630,342	777,527	833,520	877,073
Water management		223,498	237,761	267,121	288,458	299,458	299,458	306,392	324,368	347,336
Waste water management		70,994	69,578	73,265	75,813	80,813	80,813	81,517	86,546	92,278
Waste management		53,171	51,830	54,064	60,550	73,350	73,350	66,853	71,308	75,800
Other	4	**13,102**	**3,744**	**14,909**	**8,142**	**8,142**	**8,142**	**9,512**	**10,032**	**10,584**
Total Revenue - Functional	2	**1,854,546**	**1,881,199**	**2,053,148**	**2,338,902**	**2,177,055**	**2,177,055**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure - Functional										
Governance and administration		**527,321**	**427,536**	**606,783**	**640,707**	**622,887**	**622,887**	**702,387**	**725,406**	**770,459**
Executive and council		349,125	267,503	401,946	392,368	376,349	376,349	433,631	440,381	471,121
Finance and administration		173,922	155,775	199,643	242,523	240,751	240,751	262,274	278,154	292,089
Internal audit		4,273	4,258	5,194	5,816	5,787	5,787	6,482	6,871	7,249
Community and public safety		**142,711**	**180,983**	**144,360**	**176,670**	**174,905**	**174,905**	**186,430**	**197,153**	**207,397**
Community and social services		32,641	71,698	34,210	39,035	38,368	38,368	41,179	43,667	45,613
Sport and recreation		45,856	41,225	43,402	56,474	55,496	55,496	59,874	63,251	66,775
Public safety		28,838	36,148	33,575	37,331	36,788	36,788	39,698	41,869	43,987
Housing		18,725	17,672	19,515	26,073	25,905	25,905	27,082	28,705	30,315
Health		16,651	14,240	13,658	17,756	18,348	18,348	18,596	19,661	20,706
Economic and environmental services		**100,787**	**98,442**	**114,118**	**125,210**	**123,736**	**123,736**	**132,039**	**140,366**	**148,603**
Planning and development		40,983	39,105	41,528	45,616	45,144	45,144	47,161	50,053	52,956
Road transport		58,522	59,337	72,015	78,965	77,974	77,974	84,208	89,603	94,898
Environmental protection		1,282	–	576	629	618	618	670	710	749
Trading services		**831,363**	**907,337**	**946,817**	**1,080,462**	**1,056,405**	**1,056,405**	**1,147,658**	**1,228,995**	**1,302,503**
Energy sources		558,088	616,512	628,467	691,756	670,631	670,631	731,755	786,587	828,805
Water management		172,431	176,301	205,859	250,303	247,649	247,649	266,483	283,640	305,586
Waste water management		53,770	60,888	58,385	77,953	77,848	77,848	82,667	87,611	92,612
Waste management		47,075	53,636	54,105	60,450	60,277	60,277	66,753	71,158	75,500
Other	4	**16,490**	**8,035**	**20,711**	**23,807**	**23,008**	**23,008**	**25,697**	**27,085**	**28,575**
Total Expenditure - Functional	3	**1,618,672**	**1,622,333**	**1,832,790**	**2,046,856**	**2,000,941**	**2,000,941**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) for the year		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**166,687**	**163,029**	**178,999**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Municipal governance and administration		**862,314**	**867,059**	**995,678**	**1,119,176**	**1,040,797**	**1,040,797**	**1,074,878**	**1,109,558**	**1,184,636**
Executive and council		362,563	402,153	492,849	554,304	472,784	472,784	468,192	453,716	480,013
Mayor and Council										
Municipal Manager, Town Secretary and Chief Executive		362,563	402,153	492,849	554,304	472,784	472,784	468,192	453,716	480,013
Finance and administration		499,751	464,906	502,828	564,872	568,013	568,013	606,686	655,842	704,623
Administrative and Corporate Support		3,556	4,280	3,739	4,324	4,324	4,324	4,226	4,378	4,525
Asset Management		930	–	–	–	–	–	1,750	1,000	500
Finance		494,113	457,602	496,127	555,188	555,188	555,188	592,610	640,768	690,309
Fleet Management										
Human Resources		751	2,702	2,515	4,940	8,081	8,081	7,650	9,219	8,786
Information Technology										
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-										
Property Services		360	321	448	380	380	380	450	477	503
Risk Management										
Security Services										
Supply Chain Management		42	–	–	40	40	40	–	–	–
Valuation Service										
Internal audit		–	–	–	–	–	–	–	–	–
Governance Function										
Community and public safety		**23,269**	**44,026**	**23,615**	**26,995**	**26,995**	**26,995**	**25,995**	**27,380**	**28,431**
Community and social services		**9,702**	**30,855**	**9,900**	**12,644**	**12,644**	**12,644**	**11,008**	**11,686**	**11,873**
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums		1,820	2,001	1,515	2,280	2,280	2,280	1,700	1,802	1,901
Child Care Facilities										
Community Halls and Facilities		940	975	1,002	1,090	1,090	1,090	1,120	1,187	1,252
Consumer Protection										
Cultural Matters										
Disaster Management										
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives		6,943	27,879	7,384	9,274	9,274	9,274	8,188	8,696	8,719
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		**3,869**	**3,276**	**3,615**	**3,710**	**3,710**	**3,710**	**3,730**	**3,975**	**4,194**
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities		3,372	3,106	3,508	3,510	3,510	3,510	3,600	3,836	4,046
Sports Grounds and Stadiums		496	170	107	200	200	200	130	139	147
Public safety		**140**	**128**	**253**	**170**	**170**	**170**	**285**	**302**	**319**
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection		74	128	225	95	95	95	225	239	252
Licensing and Control of Animals		66		28	75	75	75	60	64	67
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		**9,529**	**9,692**	**9,790**	**10,401**	**10,401**	**10,401**	**10,901**	**11,343**	**11,967**
Housing		9,529	9,692	9,790	10,401	10,401	10,401	10,901	11,343	11,967
Informal Settlements										
Health		**30**	**75**	**58**	**70**	**70**	**70**	**70**	**74**	**78**
Ambulance										
Health Services		30	75	58	70	70	70	70	74	78
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable Diseases										
Vector Control										
Chemical Safety										
Economic and environmental services		**12,721**	**12,933**	**25,773**	**19,426**	**17,158**	**17,158**	**18,223**	**19,323**	**20,398**
Planning and development		**2,722**	**2,575**	**4,627**	**6,511**	**4,243**	**4,243**	**3,923**	**4,163**	**4,402**
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		991	860	1,006	970	970	970	1,050	1,113	1,174
Central City Improvement District										
Development Facilitation										
Economic Development/Planning										
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and City		1,731	1,715	1,584	3,273	3,273	3,273	2,873	3,050	3,228
Project Management Unit		–	–	2,037	2,268	–	–	–	–	–
Provincial Planning										
Support to Local Municipalities										
Road transport		**9,998**	**10,359**	**21,145**	**12,915**	**12,915**	**12,915**	**14,300**	**15,160**	**15,996**
Public Transport										
Road and Traffic Regulation		9,966	9,923	20,950	12,880	12,880	12,880	14,100	14,946	15,768
Roads		32	436	196	35	35	35	200	214	228
Taxi Ranks										
Environmental protection		–	–	–	–	–	–	–	–	–
Biodiversity and Landscape										
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										

Trading services	**943,139**	**953,436**	**993,173**	**1,165,163**	**1,083,963**	**1,083,963**	**1,232,289**	**1,315,742**	**1,392,487**
Energy sources	**595,477**	**594,267**	**598,723**	**740,342**	**630,342**	**630,342**	**777,527**	**833,520**	**877,073**
Electricity	595,477	594,267	598,723	740,342	630,342	630,342	777,527	833,520	877,073
Street Lighting and Signal Systems									
Nonelectric Energy									
Water management	**223,498**	**237,761**	**267,121**	**288,458**	**299,458**	**299,458**	**306,392**	**324,368**	**347,336**
Water Treatment									
Water Distribution	223,498	237,761	267,121	288,458	299,458	299,458	306,392	324,368	347,336
Water Storage									
Waste water management	**70,994**	**69,578**	**73,265**	**75,813**	**80,813**	**80,813**	**81,517**	**86,546**	**92,278**
Public Toilets									
Sewerage	70,994	69,578	73,265	75,813	80,813	80,813	81,517	86,546	92,278
Storm Water Management									
Waste Water Treatment									
Waste management	**53,171**	**51,830**	**54,064**	**60,550**	**73,350**	**73,350**	**66,853**	**71,308**	**75,800**
Recycling									
Solid Waste Disposal (Landfill Sites)									
Solid Waste Removal	53,171	51,830	54,064	60,550	73,350	73,350	66,853	71,308	75,800
Street Cleaning									
Other	**13,102**	**3,744**	**14,909**	**8,142**	**8,142**	**8,142**	**9,512**	**10,032**	**10,584**
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	9,000	–	11,086	3,870	3,870	3,870	5,025	5,276	5,566
Markets	3,979	3,599	3,678	4,135	4,135	4,135	4,350	4,611	4,865
Tourism	123	146	145	137	137	137	137	145	153
Total Revenue - Functional 2	**1,854,546**	**1,881,199**	**2,053,148**	**2,338,902**	**2,177,055**	**2,177,055**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure - Functional									
Municipal governance and administration	**527,321**	**427,536**	**606,783**	**640,707**	**622,887**	**622,887**	**702,387**	**725,406**	**770,459**
Executive and council	349,125	267,503	401,946	392,368	376,349	376,349	433,631	440,381	471,121
Mayor and Council	40,167	43,422	43,801	46,355	46,057	46,057	51,241	54,475	57,640
Municipal Manager, Town Secretary and Chief Executive	308,958	224,081	358,145	346,013	330,292	330,292	382,390	385,906	413,481
Finance and administration	173,922	155,775	199,643	242,523	240,751	240,751	262,274	278,154	292,089
Administrative and Corporate Support	27,363	27,087	28,739	30,992	30,574	30,574	32,138	33,963	35,737
Asset Management	5,736	5,086	5,272	7,627	7,169	7,169	9,798	9,531	9,500
Finance	63,160	41,853	63,959	82,780	80,845	80,845	89,380	94,742	99,953
Fleet Management	4,025	8,079	16,201	20,207	19,428	19,428	21,758	23,169	24,786
Human Resources	12,443	10,851	14,549	21,497	24,247	24,247	25,018	27,618	28,185
Information Technology	10,401	9,869	12,027	13,009	12,732	12,732	13,754	14,579	15,381
Legal Services									
Marketing, Customer Relations, Publicity and Media Co-	3,176	3,036	3,214	3,842	3,691	3,691	3,994	4,233	4,466
Property Services	11,276	11,559	12,860	14,413	14,382	14,382	16,124	17,091	18,032
Risk Management	1,851	1,864	2,099	2,263	2,243	2,243	2,387	2,530	2,669
Security Services	14,997	14,938	18,326	20,048	19,931	19,931	21,463	22,649	23,789
Supply Chain Management	12,181	13,676	13,514	15,756	15,457	15,457	16,256	17,231	18,179
Valuation Service	7,315	7,879	8,883	10,090	10,054	10,054	10,205	10,817	11,412
Internal audit	4,273	4,258	5,194	5,816	5,787	5,787	6,482	6,871	7,249
Governance Function	4,273	4,258	5,194	5,816	5,787	5,787	6,482	6,871	7,249
Community and public safety	**142,711**	**180,983**	**144,360**	**176,670**	**174,905**	**174,905**	**186,430**	**197,153**	**207,397**
Community and social services	**32,641**	**71,698**	**34,210**	**39,035**	**38,368**	**38,368**	**41,179**	**43,667**	**45,613**
Aged Care									
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums	13,657	15,541	15,703	18,184	18,033	18,033	19,463	20,631	21,765
Child Care Facilities									
Community Halls and Facilities	3,443	3,137	3,875	4,076	3,987	3,987	4,496	4,766	5,028
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives	15,541	53,020	14,632	16,775	16,347	16,347	17,220	18,270	18,819
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	**45,856**	**41,225**	**43,402**	**56,474**	**55,496**	**55,496**	**59,874**	**63,251**	**66,775**
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Community Parks (including Nurseries)	21,643	22,726	25,106	26,573	26,186	26,186	28,163	29,572	31,198
Recreational Facilities	19,317	9,718	11,371	21,885	21,447	21,447	23,302	24,682	26,040
Sports Grounds and Stadiums	4,896	8,781	6,924	8,017	7,864	7,864	8,409	8,997	9,537
Public safety	**28,838**	**36,148**	**33,575**	**37,331**	**36,788**	**36,788**	**39,698**	**41,869**	**43,987**
Civil Defence									
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection	27,721	34,917	32,316	35,961	35,436	35,436	38,256	40,341	42,367
Licensing and Control of Animals	1,117	1,231	1,259	1,370	1,352	1,352	1,441	1,528	1,620
Police Forces, Traffic and Street Parking Control									
Pounds									
Housing	**18,725**	**17,672**	**19,515**	**26,073**	**25,905**	**25,905**	**27,082**	**28,705**	**30,315**
Housing	18,725	17,672	19,515	26,073	25,905	25,905	27,082	28,705	30,315
Informal Settlements									
Health	**16,651**	**14,240**	**13,658**	**17,756**	**18,348**	**18,348**	**18,596**	**19,661**	**20,706**
Ambulance									
Health Services	16,651	14,240	13,658	17,756	18,348	18,348	18,596	19,661	20,706
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable Diseases									
Vector Control									
Chemical Safety									
Economic and environmental services	**100,787**	**98,442**	**114,118**	**125,210**	**123,736**	**123,736**	**132,039**	**140,366**	**148,603**
Planning and development	**40,983**	**39,105**	**41,528**	**45,616**	**45,144**	**45,144**	**47,161**	**50,053**	**52,956**
Billboards									

Corporate Wide Strategic Planning (IDPs, LEDs)		10,697	8,182	9,485	10,273	10,689	10,689	10,510	11,140	11,753
Central City Improvement District										
Development Facilitation										
Economic Development/Planning		5,303	5,057	5,691	6,925	6,720	6,720	6,843	7,259	7,685
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and City		22,895	23,936	24,314	26,150	25,509	25,509	27,524	29,232	30,963
Project Management Unit		2,088	1,931	2,037	2,268	2,227	2,227	2,285	2,422	2,555
Provincial Planning										
Support to Local Municipalities										
Road transport		**58,522**	**59,337**	**72,015**	**78,965**	**77,974**	**77,974**	**84,208**	**89,603**	**94,898**
Public Transport										
Road and Traffic Regulation		21,434	24,986	32,915	40,597	39,439	39,439	43,554	46,167	48,705
Roads		37,088	34,351	39,100	38,368	38,535	38,535	40,654	43,436	46,193
Taxi Ranks										
Environmental protection		**1,282**	**–**	**576**	**629**	**618**	**618**	**670**	**710**	**749**
Biodiversity and Landscape		1,282	–	576	629	618	618	670	710	749
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
Trading services		**831,363**	**907,337**	**946,817**	**1,080,462**	**1,056,405**	**1,056,405**	**1,147,658**	**1,228,995**	**1,302,503**
Energy sources		**558,088**	**616,512**	**628,467**	**691,756**	**670,631**	**670,631**	**731,755**	**786,587**	**828,805**
Electricity		540,530	597,629	600,228	669,756	652,631	652,631	709,755	762,827	803,144
Street Lighting and Signal Systems		17,558	18,882	28,239	22,000	18,000	18,000	22,000	23,760	25,661
Nonelectric Energy										
Water management		**172,431**	**176,301**	**205,859**	**250,303**	**247,649**	**247,649**	**266,483**	**283,640**	**305,586**
Water Treatment		36,521	37,449	42,165	45,781	46,635	46,635	47,455	49,831	52,121
Water Distribution		135,909	138,852	163,694	204,522	201,013	201,013	219,028	233,809	253,465
Water Storage										
Waste water management		**53,770**	**60,888**	**58,385**	**77,953**	**77,848**	**77,848**	**82,667**	**87,611**	**92,612**
Public Toilets		1,950	2,063	2,089	2,339	2,277	2,277	2,396	2,540	2,679
Sewerage		25,972	31,089	38,991	43,994	43,681	43,681	45,535	48,060	50,517
Storm Water Management										
Waste Water Treatment		25,848	27,737	17,305	31,619	31,889	31,889	34,735	37,011	39,416
Waste management		**47,075**	**53,636**	**54,105**	**60,450**	**60,277**	**60,277**	**66,753**	**71,158**	**75,500**
Recycling										
Solid Waste Disposal (Landfill Sites)		4,900	6,087	2,428	6,099	5,468	5,468	4,958	5,252	5,539
Solid Waste Removal		42,175	47,549	51,678	54,351	54,809	54,809	61,795	65,906	69,961
Street Cleaning										
Other		**16,490**	**8,035**	**20,711**	**23,807**	**23,008**	**23,008**	**25,697**	**27,085**	**28,575**
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		9,340		11,395	12,457	12,159	12,159	13,508	14,185	14,965
Markets		4,293	5,278	5,431	7,331	6,915	6,915	8,109	8,596	9,068
Tourism		2,856	2,757	3,886	4,019	3,934	3,934	4,080	4,305	4,542
Total Expenditure - Functional	3	**1,618,672**	**1,622,333**	**1,832,790**	**2,046,856**	**2,000,941**	**2,000,941**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) for the year		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**166,687**	**163,029**	**178,999**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison

2. Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)

4. All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

check oprev balance	*-0*	*-286*	*-0*	-	-	-	-	-	-
check opexp balance	*-0*	*300*	*-570*	-	-	-	-	-	-

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		395,258	441,012	492,849	554,304	472,784	472,784	468,192	453,716	480,013
Vote 03 - Municipal Manager		–	–	2,037	2,268	–	–	–	–	–
Vote 04 - Corporate Services		2,706	5,358	4,553	7,564	10,705	10,705	10,176	11,897	11,611
Vote 05 - Community Services		75,499	89,884	101,492	93,894	106,694	106,694	101,072	107,567	113,598
Vote 06 - Financial Services		496,684	459,318	497,827	556,928	556,928	556,928	596,060	643,468	692,509
Vote 07 - Strategy Econ Development And Planning		7,185	6,640	6,861	8,895	8,895	8,895	8,860	9,396	9,923
Vote 08 - Infrastructure And Services		877,213	878,987	947,528	1,115,049	1,021,049	1,021,049	1,176,537	1,255,991	1,328,881
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1,854,546**	**1,881,199**	**2,053,148**	**2,338,902**	**2,177,055**	**2,177,055**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure by Vote ***to be appropriated***	1									
Vote 01 - Executive & Council		40,167	43,422	43,801	46,355	46,057	46,057	51,241	54,475	57,640
Vote 02 - Municipal And General		291,674	207,317	346,362	334,931	319,389	319,389	370,910	373,738	400,644
Vote 03 - Municipal Manager		17,284	16,855	18,576	22,080	21,744	21,744	23,300	24,698	26,056
Vote 04 - Corporate Services		53,802	51,493	56,567	68,256	70,581	70,581	74,381	79,841	83,173
Vote 05 - Community Services		207,991	220,257	227,420	268,699	265,369	265,369	288,046	305,133	321,712
Vote 06 - Financial Services		103,287	106,379	112,282	134,469	131,275	131,275	144,541	152,256	159,982
Vote 07 - Strategy Econ Development And Planning		46,899	49,209	53,124	57,337	56,894	56,894	60,529	64,203	67,884
Vote 08 - Infrastructure And Services		857,567	927,400	974,659	1,114,729	1,089,632	1,089,632	1,181,262	1,264,663	1,340,447
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**1,618,672**	**1,622,332**	**1,832,790**	**2,046,856**	**2,000,941**	**2,000,941**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) for the year	2	**235,873**	**258,867**	**220,357**	**292,046**	**176,114**	**176,114**	**166,687**	**163,029**	**178,999**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
01.1 - Councillor's Expenses		–	–	–	–	–	–	–	–	–
01.2 - Executive Mayor Admin		–	–	–	–	–	–	–	–	–
01.3 - Speakers Office Admin		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		395,258	441,012	492,849	554,304	472,784	472,784	468,192	453,716	480,013
02.1 - Municipal And General		395,258	441,012	489,082	550,559	469,039	469,039	464,047	449,328	475,389
02.2 - Mun : Insurance Fund - Short Term		–	–	2,582	2,425	2,425	2,425	2,675	2,834	2,988
02.3 - Mun : Workmen's Compensation Fund		–	–	1,185	1,320	1,320	1,320	1,470	1,554	1,636
Vote 03 - Municipal Manager		–	–	2,037	2,268	–	–	–	–	–
03.1 - Municipal Manager - Admin		–	–	–	–	–	–	–	–	–
03.2 - Internal Investigations		–	–	–	–	–	–	–	–	–
03.3 - Internal Audit		–	–	–	–	–	–	–	–	–
03.4 - Idp Unit		–	–	–	–	–	–	–	–	–
03.5 - Project Management Unit - Pmu		–	–	2,037	2,268	–	–	–	–	–
Vote 04 - Corporate Services		2,706	5,358	4,553	7,564	10,705	10,705	10,176	11,897	11,611
04.1 - Corporate Services - Admin		2,706	5,358	–	–	–	–	–	–	–
04.2 - Office Services And Archives		–	–	2,039	2,624	2,624	2,624	2,526	2,678	2,825
04.3 - H R - Management		–	–	–	–	–	–	–	–	–
04.4 - H R - Recruitment And Benefits		–	–	–	–	–	–	–	–	–
04.5 - H R - Training And Development		–	–	1,022	1,140	1,140	1,140	1,150	1,219	1,286
04.6 - H R - Local Authority Training		–	–	1,492	3,800	6,941	6,941	6,500	8,000	7,500
04.7 - Publicity And Media Coordination		–	–	–	–	–	–	–	–	–
04.8 - Risk Management		–	–	–	–	–	–	–	–	–
04.9 - Security And Protection		–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		75,499	89,884	101,492	93,894	106,694	106,694	101,072	107,567	113,598
05.1 - Community Services - Admin		75,499	89,884	–	–	–	–	–	–	–
05.2 - Emergency Services		–	–	225	95	95	95	225	239	252
05.3 - Biodiversity And Landscape		–	–	–	–	–	–	–	–	–
05.4 - Libraries		–	–	5,565	9,274	9,274	9,274	8,188	8,696	8,719
05.5 - Road Traffic Regulations		–	–	20,950	12,880	12,880	12,880	14,100	14,946	15,768
05.6 - Vehicle Licensing And Testing		–	–	11,086	3,870	3,870	3,870	5,025	5,276	5,566
05.7 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–
05.8 - Community Parks		–	–	–	–	–	–	–	–	–
05.9 - Sport Grounds And Stadiums		–	–	107	200	200	200	130	139	147
05.10 - Community Halls And Facilities		–	–	1,002	1,090	1,090	1,090	1,120	1,187	1,252
05.11 - Swimming Pools		–	–	235	300	300	300	265	300	317
05.12 - Cemetries		–	–	1,515	2,280	2,280	2,280	1,700	1,802	1,901
05.13 - Resorts And Camping Sites Inside Spm		–	–	1,509	1,155	1,155	1,155	1,420	1,505	1,588
05.14 - Resorts And Camping Sites Outside Spm		–	–	1,122	1,135	1,135	1,135	1,200	1,272	1,342
05.15 - Resort Transka		–	–	641	920	920	920	715	758	800
05.16 - Health - Admin		–	–	–	–	–	–	–	–	–
05.17 - Health - Clinics		–	–	–	–	–	–	–	–	–
05.18 - Health - Inspections		–	–	58	70	70	70	70	74	78
05.19 - Health - Commonage And Pound		–	–	28	75	75	75	60	64	67
05.20 - Refuse - Polution Control/Collection		–	–	57,449	60,550	73,350	73,350	66,853	71,308	75,800
05.21 - Refuse - Landfill Sites		–	–	–	–	–	–	–	–	–
05.22 - Refuse - Maintenance		–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		496,684	459,318	497,827	556,928	556,928	556,928	596,060	643,468	692,509
06.1 - Financial Services Admin		496,684	459,318	–	–	–	–	–	–	–
06.2 - Financial Management Grant		–	–	1,700	1,700	1,700	1,700	1,700	1,700	1,700
06.3 - Asset And Risk		–	–	–	–	–	–	1,750	1,000	500
06.4 - Budget And Financial Reporting		–	–	945	300	300	300	–	–	–
06.5 - Budget And Financial Reporting		–	–	–	–	–	–	300	300	300
06.6 - Expenditure Creditors/Payroll		–	–	1,003	940	940	940	1,020	1,081	1,141
06.7 - Information Technology		–	–	–	–	–	–	–	–	–
06.8 - Billing Finance		–	–	493,052	541,327	541,327	541,327	578,669	626,009	674,754
06.9 - Property Rates And Valuations		–	–	–	–	–	–	–	–	–
06.10 - Debt Collection		–	–	1,126	12,621	12,621	12,621	12,621	13,378	14,114
06.11 - Supply Chain Management		–	–	–	40	40	40	–	–	–
Vote 07 - Strategy Econ Development And Planning		7,185	6,640	6,861	8,895	8,895	8,895	8,860	9,396	9,923
07.1 - Sedp Admin		7,185	6,640	–	–	–	–	–	–	–
07.2 - Tourism		–	–	145	137	137	137	137	145	153
07.3 - Properties Services		–	–	448	380	380	380	450	477	503
07.4 - Economic Development And Planning		–	–	1,006	970	970	970	1,050	1,113	1,174
07.5 - Town Planning		–	–	466	943	943	943	943	1,004	1,070
07.6 - Building Inspectorate		–	–	1,118	2,330	2,330	2,330	1,930	2,046	2,158
07.7 - Properties Maintenance		–	–	–	–	–	–	–	–	–
07.8 - Markets And Street Trading		–	–	3,678	4,135	4,135	4,135	4,350	4,611	4,865
07.9 - Urban Renewal Program		–	–	–	–	–	–	–	–	–

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 08 - Infrastructure And Services		**877,213**	**878,987**	**947,528**	**1,115,049**	**1,021,049**	**1,021,049**	**1,176,537**	**1,255,991**	**1,328,881**
08.1 - Infrastructure Admin		877,213	878,987	–	–	–	–	–	–	–
08.2 - Ce - Water And Sanitation		–	–	–	–	–	–	–	–	–
08.3 - Public Toilets		–	–	–	–	–	–	–	–	–
08.4 - Mechanical Workshops		–	–	–	–	–	–	–	–	–
08.5 - Fleet		–	–	–	–	–	–	–	–	–
08.6 - Roads Planning And Design		–	–	–	–	–	–	–	–	–
08.7 - Road Construction And Maintenance		–	–	196	35	35	35	200	214	228
08.8 - Housing - Admin		–	–	9,790	10,401	10,401	10,401	10,901	11,343	11,967
08.9 - Housing - Maintenance		–	–	–	–	–	–	–	–	–
08.10 - Sewerage - Reticulation		–	–	75,664	75,813	80,813	80,813	81,517	86,546	92,278
08.11 - Sewerage - Treatment		–	–	–	–	–	–	–	–	–
08.12 - Sewerage - Maintenance		–	–	–	–	–	–	–	–	–
08.13 - Water - Treatment		–	–	–	–	–	–	–	–	–
08.14 - Water - Distribution		–	–	283,299	288,458	299,458	299,458	306,392	324,368	347,336
08.15 - Water - Maintenance		–	–	–	–	–	–	–	–	–
08.16 - Electricity - Admin		–	–	578,580	740,342	630,342	630,342	777,527	833,520	877,073
08.17 - Electricity - Maintenance		–	–	–	–	–	–	–	–	–
08.18 - Electricity - Streetlights Maintenance		–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1,854,546**	**1,881,199**	**2,053,148**	**2,338,902**	**2,177,055**	**2,177,055**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure by Vote	1									
Vote 01 - Executive & Council		**40,167**	**43,422**	**43,801**	**46,355**	**46,057**	**46,057**	**51,241**	**54,475**	**57,640**
01.1 - Councillor's Expenses		40,167	43,422	28,409	29,335	29,685	29,685	31,753	33,817	35,846
01.2 - Executive Mayor Admin		–	–	2,671	6,084	5,825	5,825	7,909	8,383	8,844
01.3 - Speakers Office Admin		–	–	12,720	10,935	10,546	10,546	11,580	12,275	12,950
Vote 02 - Municipal And General		**291,674**	**207,317**	**346,362**	**334,931**	**319,389**	**319,389**	**370,910**	**373,738**	**400,644**
02.1 - Municipal And General		291,674	207,317	343,033	331,186	315,194	315,194	366,765	369,350	396,020
02.2 - Mun : Insurance Fund - Short Term		–	–	2,396	2,425	2,425	2,425	2,675	2,834	2,988
02.3 - Mun : Workmen's Compensation Fund		–	–	933	1,320	1,770	1,770	1,470	1,554	1,636
Vote 03 - Municipal Manager		**17,284**	**16,855**	**18,576**	**22,080**	**21,744**	**21,744**	**23,300**	**24,698**	**26,056**
03.1 - Municipal Manager - Admin		17,284	16,855	11,784	11,082	10,903	10,903	11,479	12,168	12,837
03.2 - Internal Investigations		–	–	(1,190)	1,210	1,210	1,210	1,256	1,332	1,405
03.3 - Internal Audit		–	–	5,194	5,816	5,787	5,787	6,482	6,871	7,249
03.4 - Idp Unit		–	–	750	1,705	1,618	1,618	1,797	1,905	2,010
03.5 - Project Management Unit - Pmu		–	–	2,037	2,268	2,227	2,227	2,285	2,422	2,555
Vote 04 - Corporate Services		**53,802**	**51,493**	**56,567**	**68,256**	**70,581**	**70,581**	**74,381**	**79,841**	**83,173**
04.1 - Corporate Services - Admin		53,802	51,493	9,138	9,396	9,336	9,336	9,894	10,486	11,063
04.2 - Office Services And Archives		–	–	8,051	12,421	12,344	12,344	12,882	13,655	14,406
04.3 - H R - Management		–	–	8,849	12,051	11,695	11,695	12,774	13,540	14,285
04.4 - H R - Recruitment And Benefits		–	–	1,717	2,074	2,059	2,059	2,174	2,293	2,408
04.5 - H R - Training And Development		–	–	2,580	3,571	3,551	3,551	3,570	3,784	3,993
04.6 - H R - Local Authority Training		–	–	1,404	3,800	6,941	6,941	6,500	8,000	7,500
04.7 - Publicity And Media Coordination		–	–	3,214	3,842	3,691	3,691	3,994	4,233	4,466
04.8 - Risk Management		–	–	2,099	2,263	2,243	2,243	2,387	2,530	2,669
04.9 - Security And Protection		–	–	19,515	18,838	18,721	18,721	20,206	21,318	22,384
Vote 05 - Community Services		**207,991**	**220,257**	**227,420**	**268,699**	**265,369**	**265,369**	**288,046**	**305,133**	**321,712**
05.1 - Community Services - Admin		207,991	220,257	3,582	3,969	3,876	3,876	4,213	4,466	4,712
05.2 - Emergency Services		–	–	20,583	35,961	35,436	35,436	38,256	40,341	42,367
05.3 - Biodiversity And Landscape		–	–	576	629	618	618	670	710	749
05.4 - Libraries		–	–	14,632	16,775	16,347	16,347	17,220	18,270	18,819
05.5 - Road Traffic Regulations		–	–	32,920	40,597	39,439	39,439	43,554	46,167	48,705
05.6 - Vehicle Licensing And Testing		–	–	11,395	12,457	12,159	12,159	13,508	14,185	14,965
05.7 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–
05.8 - Community Parks		–	–	25,106	26,573	26,186	26,186	28,163	29,572	31,198
05.9 - Sport Grounds And Stadiums		–	–	6,924	8,017	7,864	7,864	8,409	8,997	9,537
05.10 - Community Halls And Facilities		–	–	3,875	4,076	3,987	3,987	4,496	4,766	5,028
05.11 - Swimming Pools		–	–	5,017	5,833	5,541	5,541	6,274	6,651	7,016
05.12 - Cemetries		–	–	16,770	18,184	18,033	18,033	19,463	20,631	21,765
05.13 - Resorts And Camping Sites Inside Spm		–	–	7,468	8,332	8,167	8,167	8,954	9,473	9,994
05.14 - Resorts And Camping Sites Outside Spm		–	–	3,741	5,096	5,113	5,113	5,345	5,666	5,978
05.15 - Resort Transka		–	–	2,029	2,624	2,626	2,626	2,729	2,893	3,052

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
05.16 - Health - Admin		–	–	2,875	3,417	3,404	3,404	3,609	3,808	4,017
05.17 - Health - Clinics		–	–	9,185	6,646	6,646	6,646	6,700	7,068	7,422
05.18 - Health - Inspections		–	–	5,377	7,693	8,298	8,298	8,287	8,785	9,268
05.19 - Health - Commonage And Pound		–	–	1,259	1,370	1,352	1,352	1,441	1,528	1,620
05.20 - Refuse - Polution Control/Collection		–	–	37,135	36,513	37,971	37,971	42,907	45,696	48,438
05.21 - Refuse - Landfill Sites		–	–	2,428	6,099	5,468	5,468	4,958	5,252	5,539
05.22 - Refuse - Maintenance		–	–	14,543	17,838	16,838	16,838	18,888	20,210	21,524
Vote 06 - Financial Services		**103,287**	**106,379**	**112,282**	**134,469**	**131,275**	**131,275**	**144,541**	**152,256**	**159,982**
06.1 - Financial Services Admin		103,287	106,379	3,810	3,507	3,349	3,349	3,449	3,656	3,857
06.2 - Financial Management Grant		–	–	1,714	1,700	1,670	1,670	1,700	1,700	1,700
06.3 - Asset And Risk		–	–	5,272	7,627	7,169	7,169	9,798	9,531	9,500
06.4 - Budget And Financial Reporting		–	–	11,102	17,567	16,538	16,538	18,396	19,500	20,572
06.5 - Budget And Financial Reporting		–	–	–	–	–	–	–	–	–
06.6 - Expenditure Creditors/Payroll		–	–	8,404	10,232	10,066	10,066	10,778	11,425	12,053
06.7 - Information Technology		–	–	12,027	13,009	12,732	12,732	13,754	14,579	15,381
06.8 - Billing Finance		–	–	33,805	37,101	36,880	36,880	40,446	42,872	45,230
06.9 - Property Rates And Valuations		–	–	8,883	10,090	10,054	10,054	10,205	10,817	11,412
06.10 - Debt Collection		–	–	13,751	17,880	17,361	17,361	19,760	20,945	22,097
06.11 - Supply Chain Management		–	–	13,514	15,756	15,457	15,457	16,256	17,231	18,179
Vote 07 - Strategy Econ Development And Planning		**46,899**	**49,209**	**53,124**	**57,337**	**56,894**	**56,894**	**60,529**	**64,203**	**67,884**
07.1 - Sedp Admin		46,899	49,209	2,737	2,885	2,862	2,862	2,882	3,041	3,193
07.2 - Tourism		–	–	3,886	4,019	3,934	3,934	4,080	4,305	4,542
07.3 - Properties Services		–	–	2,249	2,392	2,379	2,379	2,540	2,692	2,840
07.4 - Economic Development And Planning		–	–	8,735	8,568	9,071	9,071	8,713	9,235	9,743
07.5 - Town Planning		–	–	11,149	10,782	10,776	10,776	11,659	12,416	13,221
07.6 - Building Inspectorate		–	–	5,372	5,298	5,096	5,096	5,001	5,301	5,593
07.7 - Properties Maintenance		–	–	9,027	12,021	12,003	12,003	13,584	14,399	15,191
07.8 - Markets And Street Trading		–	–	7,015	7,331	6,915	6,915	8,109	8,596	9,068
07.9 - Urban Renewal Program		–	–	2,954	4,040	3,858	3,858	3,961	4,218	4,492
Vote 08 - Infrastructure And Services		**857,567**	**927,400**	**974,659**	**1,114,729**	**1,089,632**	**1,089,632**	**1,181,262**	**1,264,663**	**1,340,447**
08.1 - Infrastructure Admin		857,567	927,400	2,074	3,584	3,381	3,381	4,035	4,277	4,512
08.2 - Ce - Water And Sanitation		–	–	5,720	6,487	6,256	6,256	6,829	7,238	7,636
08.3 - Public Toilets		–	–	2,089	2,339	2,277	2,277	2,396	2,540	2,679
08.4 - Mechanical Workshops		–	–	18,838	20,207	19,972	19,972	21,758	23,169	24,786
08.5 - Fleet		–	–	(2,638)	0	(544)	(544)	–	(0)	0
08.6 - Roads Planning And Design		–	–	5,126	6,009	5,768	5,768	6,294	6,672	7,038
08.7 - Road Construction And Maintenance		–	–	33,974	32,358	32,766	32,766	34,360	36,765	39,154
08.8 - Housing - Admin		–	–	20,485	20,246	20,078	20,078	21,096	22,361	23,590
08.9 - Housing - Maintenance		–	–	5,341	5,827	5,827	5,827	5,986	6,345	6,726
08.10 - Sewerage - Reticulation		–	–	9,494	15,639	5,808	5,808	14,471	15,133	15,778
08.11 - Sewerage - Treatment		–	–	35,893	31,619	31,889	31,889	34,735	37,011	39,416
08.12 - Sewerage - Maintenance		–	–	29,497	28,356	37,873	37,873	31,064	32,928	34,739
08.13 - Water - Treatment		–	–	42,165	45,781	46,635	46,635	47,455	49,831	52,121
08.14 - Water - Distribution		–	–	133,098	155,234	158,003	158,003	167,515	179,206	195,859
08.15 - Water - Maintenance		–	–	57,840	49,288	43,010	43,010	51,512	54,603	57,606
08.16 - Electricity - Admin		–	–	495,155	617,792	604,467	604,467	655,499	705,136	742,107
08.17 - Electricity - Maintenance		–	–	52,268	51,964	48,164	48,164	54,255	57,691	61,037
08.18 - Electricity - Streetlights Maintenance		–	–	28,239	22,000	18,000	18,000	22,000	23,760	25,661
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**1,618,672**	**1,622,332**	**1,832,790**	**2,046,856**	**2,000,941**	**2,000,941**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) for the year	2	**235,873**	**258,867**	**220,357**	**292,046**	**176,114**	**176,114**	**166,687**	**163,029**	**178,999**

References

1. Insert 'Vote'; e.g. Department, if different to Functional structure

2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')

3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	484,397	455,092	492,400	541,312	541,312	541,312	541,312	578,654	625,994	674,739
Service charges - electricity revenue	2	595,477	594,267	584,943	727,992	617,992	617,992	617,992	763,527	820,800	863,653
Service charges - water revenue	2	223,280	236,344	227,138	268,108	268,108	268,108	268,108	286,042	302,997	324,944
Service charges - sanitation revenue	2	69,998	68,610	62,104	63,813	68,813	68,813	68,813	69,517	73,766	78,731
Service charges - refuse revenue	2	53,149	51,820	45,229	47,595	60,395	60,395	60,395	53,898	57,317	60,690
Service charges - other		(32,696)									
Rental of facilities and equipment		9,839	10,025	10,566	11,257	11,257	11,257	11,257	11,810	12,307	12,983
Interest earned - external investments		20,996	21,576	18,700	20,000	15,000	15,000	15,000	15,000	21,000	22,000
Interest earned - outstanding debtors		101,387	130,078	174,794	130,490	141,490	141,490	141,490	137,940	130,262	126,478
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		17,407	19,915	21,830	25,735	25,735	25,735	25,735	26,805	28,413	29,976
Licences and permits		2,851	2,801	5,312	3,450	3,450	3,450	3,450	4,764	5,002	5,277
Agency services		6,486	6,975	5,539	–	–	–	–	–	–	–
Transfers and subsidies		164,215	165,337	172,480	188,874	194,729	194,729	194,729	230,509	224,026	240,687
Other revenue	2	23,987	26,177	24,518	25,213	25,213	25,213	25,213	25,146	26,654	28,110
Gains on disposal of PPE		1,786	2,659		–	10,000	10,000	10,000	–	–	–
Total Revenue (excluding capital transfers and contributions)		**1,742,557**	**1,791,676**	**1,845,554**	**2,053,839**	**1,983,495**	**1,983,495**	**1,983,495**	**2,203,612**	**2,328,538**	**2,468,270**
Expenditure By Type											
Employee related costs	2	602,966	567,317	647,309	716,652	698,652	698,652	698,652	770,966	818,205	864,258
Remuneration of councillors		20,948	25,011	28,409	29,335	29,685	29,685	29,685	31,753	33,817	35,846
Debt impairment	3	159,613	190,195	240,467	227,000	207,000	207,000	207,000	226,000	240,800	259,984
Depreciation & asset impairment	2	57,792	60,291	64,443	69,250	69,250	69,250	69,250	71,600	76,724	81,747
Finance charges		29,018	27,789	27,213	25,799	26,299	26,299	26,299	24,661	23,543	22,343
Bulk purchases	2	454,010	491,966	501,334	552,500	566,500	566,500	566,500	617,500	669,370	709,325
Other materials	8	133,684	121,748	161,263	170,612	172,946	172,946	172,946	191,225	178,868	195,314
Contracted services		31,332	42,170	53,354	50,901	43,711	43,711	43,711	51,605	54,694	57,697
Transfers and subsidies		6,625	7,984	9,325	9,670	6,970	6,970	3,342	7,670	7,710	7,749
Other expenditure	4, 5	122,274	87,862	97,520	195,138	179,929	179,929	179,929	201,231	215,276	223,274
Loss on disposal of PPE		409	–	2,153	–	–	–	–	–	–	–
Total Expenditure		**1,618,672**	**1,622,333**	**1,832,791**	**2,046,856**	**2,000,941**	**2,000,941**	**1,997,314**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit)		**123,885**	**169,344**	**12,763**	**6,983**	**(17,447)**	**(17,447)**	**(13,819)**	**9,402**	**9,532**	**10,733**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		111,728	89,523	203,033	285,063	193,560	193,560	193,560	157,285	153,497	168,266
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		261	–	4,561	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**179,742**	**166,687**	**163,029**	**178,999**
Taxation											
Surplus/(Deficit) after taxation		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**179,742**	**166,687**	**163,029**	**178,999**
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**179,742**	**166,687**	**163,029**	**178,999**
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		**235,873**	**258,866**	**220,357**	**292,046**	**176,114**	**176,114**	**179,742**	**166,687**	**163,029**	**178,999**

References

1. Classifications are revenue sources and expenditure type

2. Detail to be provided in Table SA1

3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment

4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs

5. Repairs & maintenance detailed in Table A9 and Table SA34c

6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)

7. Equity method (Includes Joint Ventures)

NC091 Sol Plaatje - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	–	1,072	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	177,796	81,161	81,161	81,161	68,668	71,000	90,000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	3,002	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	11,340	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	813	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		67,571	37,767	145,907	81,393	101,823	101,823	101,823	16,000	34,547	41,110
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**67,571**	**40,769**	**159,132**	**259,189**	**182,984**	**182,984**	**182,984**	**84,668**	**105,547**	**131,110**
Single-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	2,036	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	7,715	9,190	9,190	9,190	13,436	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	4,083	–	–	–	–	–	–	–	–
Vote 05 - Community Services		6,958	24,416	8,583	–	–	–	–	–	–	–
Vote 06 - Financial Services		3,767	2,665	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		21,307	7,120	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		52,048	38,602	82,742	66,337	38,939	38,939	38,939	86,180	74,950	78,156
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**84,080**	**78,922**	**91,325**	**74,052**	**48,129**	**48,129**	**48,129**	**99,617**	**74,950**	**78,156**
Total Capital Expenditure - Vote		**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**
Capital Expenditure - Functional											
Governance and administration		**3,767**	**6,418**	**12,412**	**185,511**	**90,351**	**90,351**	**90,351**	**82,105**	**71,000**	**90,000**
Executive and council		–	2,036	1,072	185,511	90,351	90,351	90,351	82,105	71,000	90,000
Finance and administration		3,767	4,382	11,340							
Internal audit											
Community and public safety		**6,958**	**24,416**	**8,583**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services		6,951	24,416	8,583							
Sport and recreation											
Public safety		7									
Housing											
Health											
Economic and environmental services		**21,266**	**24,980**	**121,137**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning and development		4,650		813							
Road transport		16,616	24,980	120,324							
Environmental protection											
Trading services		**119,660**	**58,017**	**101,619**	**147,730**	**140,762**	**140,762**	**140,762**	**102,180**	**109,497**	**119,266**
Energy sources		26,760	11,144	25,105	53,997	47,997	47,997	47,997	43,998	29,000	24,880
Water management		42,909	18,830	65,280	55,932	41,450	41,450	41,450	3,377	30,547	33,386
Waste water management		49,991	16,560	11,234	37,801	51,315	51,315	51,315	54,806	49,950	61,000
Waste management		–	11,483		–	–	–	–	–	–	–
Other			**5,860**	**6,706**							
Total Capital Expenditure - Functional	3	**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**
Funded by:											
National Government		94,188	79,416	200,677	282,795	193,560	193,560	193,560	157,285	153,497	168,266
Provincial Government		12,122	5,106	2,357	–	–	–	–	–	–	–
District Municipality		5,419	5,000								
Other transfers and grants											
Transfers recognised - capital	4	**111,728**	**89,523**	**203,033**	**282,795**	**193,560**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
Borrowing	6										
Internally generated funds		39,922	30,168	47,423	50,446	37,552	37,552	37,552	27,000	27,000	41,000
Total Capital Funding	7	**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

3. Capital expenditure by functional classification must reconcile to the appropriations by vote

4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

7. Total Capital Funding must balance with Total Capital Expenditure

8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

NC091 Sol Plaatje - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework			Multi-year appropriation for Budget Year 2019/20 in the 2018/19 Annual Budget				Multi-year appropriation for 2020/21 in the 2018/19 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Appropriation for 2019/20	Adjustments in 2018/19	Downward adjustments for 2019/20	Appropriation carried forward	Appropriation for 2019/20	Adjustments in 2018/19	Downward adjustments for 2019/20	Appropriation carried forward	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Municipal Vote																						
Multi-year expenditure appropriation	2																					
Vote 01 - Executive & Council		–	–	1,072	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
01.1 - Councillor's Expenses		–	–	1,072	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
01.2 - Executive Mayor Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
01.3 - Speakers Office Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	177,796	81,161	81,161	81,161	68,668	71,000	90,000	68,668	–	–	68,668	71,000	–	–	71,000	–	–	90,000
02.1 - Municipal And General		–	–	–	177,796	81,161	81,161	81,161	68,668	71,000	90,000	68,668	–	–	68,668	71,000	–	–	71,000	–	–	90,000
02.2 - Mun : Insurance Fund - Short Term		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
02.3 - Mun : Workmen's Compensation Fund		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
03.1 - Municipal Manager - Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
03.2 - Internal Investigations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
03.3 - Internal Audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
03.4 - Idp Unit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
03.5 - Project Management Unit - Pmu		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.1 - Corporate Services - Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.2 - Office Services And Archives		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.3 - H R - Management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.4 - H R - Recruitment And Benefits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.5 - H R - Training And Development		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.6 - H R - Local Authority Training		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.7 - Publicity And Media Coordination		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.8 - Risk Management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
04.9 - Security And Protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	3,002	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.1 - Community Services - Admin		–	3,002	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.2 - Emergency Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.3 - Biodiversity And Landscape		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.4 - Libraries		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.5 - Road Traffic Regulations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.6 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.7 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.8 - Community Parks		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.9 - Sport Grounds And Stadiums		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.10 - Community Halls And Facilities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.11 - Swimming Pools		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.12 - Cemetries		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.13 - Resorts And Camping Sites Inside Spm		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.14 - Resorts And Camping Sites Outside Spm		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.15 - Resort Transka		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.16 - Health - Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.17 - Health - Clinics		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.18 - Health - Inspections		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.19 - Health - Commonage And Pound		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.20 - Refuse - Polution Control/Collection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.21 - Refuse - Landfill Sites		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
05.22 - Refuse - Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	11,340	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.1 - Financial Services Admin		–	–	11,340	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.2 - Financial Management Grant		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.3 - Asset And Risk		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.4 - Budget And Financial Reporting		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.5 - Budget And Financial Reporting		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.6 - Expenditure Creditors/Payroll		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.7 - Information Technology		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.8 - Billing Finance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.9 - Property Rates And Valuations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.10 - Debt Collection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
06.11 - Supply Chain Management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	813	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.1 - Sedp Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.2 - Tourism		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

07.3 - Properties Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.4 - Economic Development And Planning		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.5 - Town Planning		–	–	813	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.6 - Building Inspectorate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.7 - Properties Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.8 - Markets And Street Trading		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
07.9 - Urban Renewal Program		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		**67,571**	**37,767**	**145,907**	**81,393**	**101,823**	**101,823**	**101,823**	**16,000**	**34,547**	**41,110**	**16,000**	**–**	**–**	**16,000**	**34,547**	**–**	**–**	**34,547**	**–**	**–**	**41,110**
08.1 - Infrastructure Admin		67,571	37,767	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.2 - Ce - Water And Sanitation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.3 - Public Toilets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.4 - Mechanical Workshops		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.5 - Fleet		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.6 - Roads Planning And Design		–	–	107,693	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.7 - Road Construction And Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.8 - Housing - Admin		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.9 - Housing - Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.10 - Sewerage - Reticulation		–	–	6,944	20,801	37,715	37,715	37,715	10,000	5,000	5,000	10,000	–	–	10,000	5,000	–	–	5,000	–	–	5,000
08.11 - Sewerage - Treatment		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.12 - Sewerage - Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.13 - Water - Treatment		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.14 - Water - Distribution		–	–	31,222	32,932	41,450	41,450	41,450	3,000	10,547	17,230	3,000	–	–	3,000	10,547	–	–	10,547	–	–	17,230
08.15 - Water - Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.16 - Electricity - Admin		–	–	49	27,661	22,659	22,659	22,659	3,000	19,000	18,880	3,000	–	–	3,000	19,000	–	–	19,000	–	–	18,880
08.17 - Electricity - Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
08.18 - Electricity - Streetlights Maintenance		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	#N/A
Capital multi-year expenditure sub-total		**67,571**	**40,769**	**159,132**	**259,189**	**182,984**	**182,984**	**182,984**	**84,668**	**105,547**	**131,110**	**84,668**	**–**	**–**	**84,668**	**105,547**	**–**	**–**	**105,547**	**–**	**–**	**#N/A**
Capital expenditure - Municipal Vote																						
Single-year expenditure appropriation	2																					
Vote 01 - Executive & Council		**–**	**2,036**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**											
01.1 - Councillor's Expenses		–	2,036	–	–	–	–	–	–	–	–											
01.2 - Executive Mayor Admin		–	–	–	–	–	–	–	–	–	–											
01.3 - Speakers Office Admin		–	–	–	–	–	–	–	–	–	–											
Vote 02 - Municipal And General		**–**	**–**	**–**	**7,715**	**9,190**	**9,190**	**9,190**	**13,436**	**–**	**–**											
02.1 - Municipal And General		–	–		7,715	9,190	9,190	9,190	13,436	–	–											
02.2 - Mun : Insurance Fund - Short Term		–	–	–	–	–	–	–	–	–	–											
02.3 - Mun : Workmen's Compensation Fund		–	–	–	–	–	–	–	–	–	–											
Vote 03 - Municipal Manager		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**											
03.1 - Municipal Manager - Admin		–	–	–	–	–	–	–	–	–	–											
03.2 - Internal Investigations		–	–	–	–	–	–	–	–	–	–											
03.3 - Internal Audit		–	–	–	–	–	–	–	–	–	–											
03.4 - Idp Unit		–	–	–	–	–	–	–	–	–	–											
03.5 - Project Management Unit - Pmu		–	–	–	–	–	–	–	–	–	–											
Vote 04 - Corporate Services		**–**	**4,083**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**											
04.1 - Corporate Services - Admin		–	4,083	–	–	–	–	–	–	–	–											
04.2 - Office Services And Archives		–	–	–	–	–	–	–	–	–	–											
04.3 - H R - Management		–	–	–	–	–	–	–	–	–	–											
04.4 - H R - Recruitment And Benefits		–	–	–	–	–	–	–	–	–	–											
04.5 - H R - Training And Development		–	–	–	–	–	–	–	–	–	–											
04.6 - H R - Local Authority Training		–	–	–	–	–	–	–	–	–	–											
04.7 - Publicity And Media Coordination		–	–	–	–	–	–	–	–	–	–											
04.8 - Risk Management		–	–	–	–	–	–	–	–	–	–											
04.9 - Security And Protection		–	–	–	–	–	–	–	–	–	–											
Vote 05 - Community Services		**6,958**	**24,416**	**8,583**	**–**	**–**	**–**	**–**	**–**	**–**	**–**											
05.1 - Community Services - Admin		6,958	24,416	8,583	–	–	–	–	–	–	–											
05.2 - Emergency Services		–	–	–	–	–	–	–	–	–	–											
05.3 - Biodiversity And Landscape		–	–	–	–	–	–	–	–	–	–											
05.4 - Libraries		–	–	–	–	–	–	–	–	–	–											
05.5 - Road Traffic Regulations		–	–	–	–	–	–	–	–	–	–											
05.6 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–	–											
05.7 - Vehicle Licensing And Testing		–	–	–	–	–	–	–	–	–	–											

05.8 - Community Parks		–	–	–	–	–	–	–	–	–	–
05.9 - Sport Grounds And Stadiums		–	–	–	–	–	–	–	–	–	–
05.10 - Community Halls And Facilities		–	–	–	–	–	–	–	–	–	–
05.11 - Swimming Pools		–	–	–	–	–	–	–	–	–	–
05.12 - Cemetries		–	–	–	–	–	–	–	–	–	–
05.13 - Resorts And Camping Sites Inside Spm		–	–	–	–	–	–	–	–	–	–
05.14 - Resorts And Camping Sites Outside Spm		–	–	–	–	–	–	–	–	–	–
05.15 - Resort Transka		–	–	–	–	–	–	–	–	–	–
05.16 - Health - Admin		–	–	–	–	–	–	–	–	–	–
05.17 - Health - Clinics		–	–	–	–	–	–	–	–	–	–
05.18 - Health - Inspections		–	–	–	–	–	–	–	–	–	–
05.19 - Health - Commonage And Pound		–	–	–	–	–	–	–	–	–	–
05.20 - Refuse - Polution Control/Collection		–	–	–	–	–	–	–	–	–	–
05.21 - Refuse - Landfill Sites		–	–	–	–	–	–	–	–	–	–
05.22 - Refuse - Maintenance		–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		**3,767**	**2,665**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
06.1 - Financial Services Admin		3,767	2,665	–	–	–	–	–	–	–	–
06.2 - Financial Management Grant		–	–	–	–	–	–	–	–	–	–
06.3 - Asset And Risk		–	–	–	–	–	–	–	–	–	–
06.4 - Budget And Financial Reporting		–	–	–	–	–	–	–	–	–	–
06.5 - Budget And Financial Reporting		–	–	–	–	–	–	–	–	–	–
06.6 - Expenditure Creditors/Payroll		–	–	–	–	–	–	–	–	–	–
06.7 - Information Technology		–	–	–	–	–	–	–	–	–	–
06.8 - Billing Finance		–	–	–	–	–	–	–	–	–	–
06.9 - Property Rates And Valuations		–	–	–	–	–	–	–	–	–	–
06.10 - Debt Collection		–	–	–	–	–	–	–	–	–	–
06.11 - Supply Chain Management		–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		**21,307**	**7,120**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
07.1 - Sedp Admin		21,307	7,120	–	–	–	–	–	–	–	–
07.2 - Tourism		–	–	–	–	–	–	–	–	–	–
07.3 - Properties Services		–	–	–	–	–	–	–	–	–	–
07.4 - Economic Development And Planning		–	–	–	–	–	–	–	–	–	–
07.5 - Town Planning		–	–	–	–	–	–	–	–	–	–
07.6 - Building Inspectorate		–	–	–	–	–	–	–	–	–	–
07.7 - Properties Maintenance		–	–	–	–	–	–	–	–	–	–
07.8 - Markets And Street Trading		–	–	–	–	–	–	–	–	–	–
07.9 - Urban Renewal Program		–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		**52,048**	**38,602**	**82,742**	**66,337**	**38,939**	**38,939**	**38,939**	**86,180**	**74,950**	**78,156**
08.1 - Infrastructure Admin		52,048	38,602	–	–	–	–	–	–	–	–
08.2 - Ce - Water And Sanitation		–	–	–	–	–	–	–	–	–	–
08.3 - Public Toilets		–	–	–	–	–	–	–	–	–	–
08.4 - Mechanical Workshops		–	–	–	–	–	–	–	–	–	–
08.5 - Fleet		–	–	–	–	–	–	–	–	–	–
08.6 - Roads Planning And Design		–	–	12,076	–	–	–	–	–	–	–
08.7 - Road Construction And Maintenance		–	–	–	–	–	–	–	–	–	–
08.8 - Housing - Admin		–	–	–	–	–	–	–	–	–	–
08.9 - Housing - Maintenance		–	–	–	–	–	–	–	–	–	–
08.10 - Sewerage - Reticulation		–	–	8,975	17,000	13,600	13,600	13,600	44,806	44,950	56,000
08.11 - Sewerage - Treatment		–	–	–	–	–	–	–	–	–	–
08.12 - Sewerage - Maintenance		–	–	–	–	–	–	–	–	–	–
08.13 - Water - Treatment		–	–	–	–	–	–	–	–	–	–
08.14 - Water - Distribution		–	–	36,635	23,000	–	–	–	377	20,000	16,156
08.15 - Water - Maintenance		–	–	–	–	–	–	–	–	–	–
08.16 - Electricity - Admin		–	–	25,056	26,337	25,339	25,339	25,339	40,998	10,000	6,000
08.17 - Electricity - Maintenance		–	–	–	–	–	–	–	–	–	–
08.18 - Electricity - Streetlights Maintenance		–	–	–	–	–	–	–	–	–	–
Vote 09 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 10 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 11 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 12 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 13 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 14 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 15 - Other		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Capital single-year expenditure sub-total		**84,080**	**78,922**	**91,325**	**74,052**	**48,129**	**48,129**	**48,129**	**99,617**	**74,950**	**78,156**
Total Capital Expenditure		**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
ASSETS										
Current assets										
Cash		259,276	245,735	135,240	183,584	115,264	115,264	202,093	382,843	380,736
Call investment deposits	1	–	–	–	–	–	–	–	–	–
Consumer debtors	1	338,941	708,946	823,390	(3,823)	474,096	474,096	1,079,230	1,059,480	1,076,726
Other debtors		531,936	368,787	489,327	721,261	721,261	721,261	309,305	332,127	355,555
Current portion of long-term receivables		–	–	–	–	–	–	–	–	–
Inventory	2	32,656	31,936	36,167	35,209	35,209	35,209	36,347	37,558	39,025
Total current assets		**1,162,808**	**1,355,405**	**1,484,124**	**936,231**	**1,345,830**	**1,345,830**	**1,626,975**	**1,812,008**	**1,852,042**
Non current assets										
Long-term receivables		1,649	7,485	9,845		–	–			
Investments										
Investment property		196,328	195,886	194,126	191,988	191,988	191,988	193,202	194,369	195,486
Investment in Associate										
Property, plant and equipment	3	1,424,228	1,471,109	1,647,080	1,870,186	1,870,186	1,870,186	1,855,767	1,895,987	1,955,370
Biological										
Intangible		6,299	3,826	11,052	3,961	3,961	3,961	11,228	11,267	11,307
Other non-current assets		7,864	7,864	7,864	7,864	7,864	7,864	7,864	7,864	7,864
Total non current assets		**1,636,369**	**1,686,169**	**1,869,966**	**2,073,998**	**2,073,998**	**2,073,998**	**2,068,060**	**2,109,487**	**2,170,027**
TOTAL ASSETS		**2,799,177**	**3,041,573**	**3,354,090**	**3,010,229**	**3,419,828**	**3,419,828**	**3,695,035**	**3,921,495**	**4,022,069**
LIABILITIES										
Current liabilities										
Bank overdraft	1	–	–	–	–	–	–	–	–	–
Borrowing	4	8,201	8,238	12,680	9,399	9,399	9,399	–	–	–
Consumer deposits		24,967	26,182	32,341	31,392	31,392	31,392	33,274	35,270	37,384
Trade and other payables	4	197,025	178,192	239,220	221,172	221,172	221,172	221,118	224,151	230,122
Provisions		8,696	54,092	59,896	11,658	11,658	11,658	297,538	315,390	334,313
Total current liabilities		**238,889**	**266,704**	**344,136**	**273,622**	**273,622**	**273,622**	**551,930**	**574,810**	**601,820**
Non current liabilities										
Borrowing		218,675	210,435	204,226	182,534	182,534	182,534	172,417	144,219	115,626
Provisions		261,856	216,144	237,081	297,390	297,390	297,390	–	–	–
Total non current liabilities		**480,531**	**426,578**	**441,306**	**479,925**	**479,925**	**479,925**	**172,417**	**144,219**	**115,626**
TOTAL LIABILITIES		**719,420**	**693,283**	**785,443**	**753,547**	**753,547**	**753,547**	**724,347**	**719,029**	**717,446**
NET ASSETS	5	**2,079,758**	**2,348,290**	**2,568,647**	**2,256,682**	**2,666,281**	**2,666,281**	**2,970,688**	**3,202,467**	**3,304,624**
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		1,942,844	2,221,345	2,468,281	2,686,713	2,570,781	2,570,781	2,884,845	3,120,923	3,222,331
Reserves	4	104,217	126,945	100,366	95,500	95,500	95,500	85,843	81,543	82,293
TOTAL COMMUNITY WEALTH/EQUITY	5	**2,047,062**	**2,348,290**	**2,568,647**	**2,782,213**	**2,666,281**	**2,666,281**	**2,970,688**	**3,202,467**	**3,304,624**

References

1. Detail to be provided in Table SA3

2. Include completed low cost housing to be transferred to beneficiaries within 12 months

3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)

4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.

5. Net assets must balance with Total Community Wealth/Equity

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		314,616	347,392	368,027	452,210	415,089	415,089	–	543,035	588,434	602,265
Service charges		717,694	656,696	643,961	935,307	843,107	843,107	–	1,102,051	1,170,432	1,193,881
Other revenue		60,199	65,893	67,279	65,655	65,655	65,655	–	68,525	72,376	76,347
Government - operating	1	164,215	165,337	172,480	190,155	194,729	194,729	–	230,509	224,026	240,687
Government - capital	1	111,728	89,523	203,033	282,795	193,560	193,560	–	157,285	153,497	168,266
Interest		122,383	151,654	193,494	52,623	156,490	156,490	–	52,244	86,131	47,296
Dividends									–	–	–
Payments											
Suppliers and employees		(1,308,897)	(1,326,369)	(1,472,364)	(1,660,740)	(1,614,825)	(1,614,825)	–	(1,844,156)	(1,896,507)	(2,085,714)
Finance charges		(29,018)	(27,789)	(27,213)	(25,799)	(26,299)	(26,299)	–	(24,661)	(23,543)	(22,343)
Transfers and Grants	1	(6,625)	(7,984)	(9,325)	(9,670)	(6,970)	(6,970)	–	(7,670)	(7,710)	(7,749)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**146,295**	**114,353**	**139,372**	**282,536**	**220,536**	**220,536**	**–**	**277,161**	**367,136**	**212,936**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	2,357	–	–	–	–	–	–	–
Decrease (Increase) in non-current debtors					–	–	–	–	–	–	–
Decrease (increase) other non-current receivables					–	–	–	–	–	–	–
Decrease (increase) in non-current investments					–	–	–	–	–	–	–
Payments											
Capital assets		(151,651)	(119,691)	(250,457)	(332,420)	(231,114)	(231,114)	–	(184,285)	(180,497)	(209,266)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(151,651)**	**(119,691)**	**(248,100)**	**(332,420)**	**(231,114)**	**(231,114)**	**–**	**(184,285)**	**(180,497)**	**(209,266)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans					–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	6,480	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits					–	–	–	–	3,202	3,490	3,381
Payments											
Repayment of borrowing		(10,824)	(8,204)	(8,247)	(9,399)	(9,399)	(9,399)	–	(9,251)	(9,402)	(9,532)
NET CASH FROM/(USED) FINANCING ACTIVITIES		**(10,824)**	**(8,204)**	**(1,767)**	**(9,399)**	**(9,399)**	**(9,399)**	**–**	**(6,049)**	**(5,912)**	**(6,151)**
NET INCREASE/ (DECREASE) IN CASH HELD		**(16,180)**	**(13,542)**	**(110,495)**	**(59,283)**	**(19,977)**	**(19,977)**	**–**	**86,827**	**180,727**	**(2,481)**
Cash/cash equivalents at the year begin:	2	**275,457**	**259,276**	**245,735**	**243,689**	**135,240**	**135,240**		**115,263**	**202,090**	**382,818**
Cash/cash equivalents at the year end:	2	**259,277**	**245,734**	**135,240**	**184,406**	**115,263**	**115,263**	**–**	**202,090**	**382,818**	**380,337**

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

2. Cash equivalents includes investments with maturities of 3 months or less

3. The MTREF is populated directly from SA30.

Total receipts	1,490,835	1,476,495	1,650,631	1,978,745	1,868,630	1,868,630	–	2,153,648	2,294,897	2,328,742
Total payments	(1,496,191)	(1,481,833)	(1,759,359)	(2,028,629)	(1,879,208)	(1,879,208)	–	(2,060,772)	(2,108,257)	(2,325,072)
	(5,356)	(5,338)	(108,728)	(49,884)	(10,578)	(10,578)	–	92,876	186,639	3,670
Borrowings & investments & c.deposits	–	–	6,480	–	–	–	–	3,202	3,490	3,381
Repayment of borrowing	(10,824)	(8,204)	(8,247)	(9,399)	(9,399)	(9,399)	–	(9,251)	(9,402)	(9,532)
	(16,180)	(13,542)	(110,495)	(59,283)	(19,977)	(19,977)	–	86,827	180,727	(2,481)
	–	–	–	–	–	–	–	–	–	–

NC091 Sol Plaatje - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash and investments available											
Cash/cash equivalents at the year end	1	259,277	245,734	135,240	184,406	115,263	115,263	–	202,090	382,818	380,337
Other current investments > 90 days		(1)	1	0	(823)	1	1	115,264	2	25	399
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**259,276**	**245,735**	**135,240**	**183,584**	**115,264**	**115,264**	**115,264**	**202,093**	**382,843**	**380,736**
Application of cash and investments											
Unspent conditional transfers		11,012	12,350	31,649	–	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–		–	–	–
Statutory requirements	2										
Other working capital requirements	3	(451,524)	(591,657)	(678,767)	(361,703)	(693,832)	(693,832)	203,382	(1,011,833)	(1,016,952)	(999,963)
Other provisions											
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	104,215	126,945	100,365	95,500	95,500	95,500	–	68,213	70,048	86,448
Total Application of cash and investments:		**(336,297)**	**(452,362)**	**(546,753)**	**(266,203)**	**(598,332)**	**(598,332)**	**203,382**	**(943,620)**	**(946,904)**	**(913,515)**
Surplus(shortfall)		**595,572**	**698,097**	**681,993**	**449,787**	**713,596**	**713,596**	**(88,118)**	**1,145,712**	**1,329,747**	**1,294,251**

References

1. Must reconcile with Budgeted Cash Flows

2. For example: VAT, taxation

3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)

4. For example: sinking fund requirements for borrowing

5. Council approval required for each reserve created and basis of cash backing of reserves

Other working capital requirements										
Debtors	612,796	724,774	862,803	565,085	897,214	897,214	–	1,215,160	1,223,112	1,215,976
Creditors due	161,272	133,117	184,036	203,382	203,382	203,382	203,382	203,327	206,160	216,013
Total	451,524	591,657	678,767	361,703	693,832	693,832	(203,382)	1,011,833	1,016,952	999,963
Debtors collection assumptions										
Balance outstanding - debtors	872,526	1,085,218	1,322,562	717,438	1,195,357	1,195,357	1,195,357	1,388,535	1,391,607	1,432,281
Estimate of debtors collection rate	70.2%	66.8%	65.2%	78.8%	75.1%	75.1%	0.0%	87.5%	87.9%	84.9%
Reserves to be backed by cash/investments										
Capital Replacement	70,057	92,131	65,117	60,000	60,000	60,000	–	32,565	34,000	50,000
Self-Insurance	23,548	24,093	24,278	24,500	24,500	24,500	–	24,478	24,678	24,878
Coid	10,610	10,721	10,970	11,000	11,000	11,000	–	11,170	11,370	11,570
	104,215	126,945	100,365	95,500	95,500	95,500	–	68,213	70,048	86,448

NC091 Sol Plaatje - Table A9 Asset Management

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CAPITAL EXPENDITURE										
Total New Assets	1	**59,303**	**41,212**	**119,127**	**83,607**	**77,790**	**77,790**	**84,849**	**49,547**	**71,266**
Roads Infrastructure		–	3,320	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	11,538	–	–	–	–	–	–
Electrical Infrastructure		20,209	11,144	19,372	24,661	24,997	24,997	30,998	16,000	15,880
Water Supply Infrastructure		30,531	12,469	59,703	17,381	19,956	19,956	377	17,547	20,386
Sanitation Infrastructure		4,789	2,000	–	20,801	22,865	22,865	24,806	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***55,528***	***28,934***	***90,613***	***62,842***	***67,817***	***67,817***	***56,180***	***33,547***	***36,266***
Community Facilities		–	–	8,583	4,765	2,473	2,473	12,668	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	***8,583***	***4,765***	***2,473***	***2,473***	***12,668***	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	115	12,153	5,000	2,500	2,500	2,000	2,000	2,000
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	***115***	***12,153***	***5,000***	***2,500***	***2,500***	***2,000***	***2,000***	***2,000***
Operational Buildings		7	–	1,516	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***7***	**–**	***1,516***	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		3,767	1,656	–	–	–	–	–	–	–
Intangible Assets		***3,767***	***1,656***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**4,000**	**3,000**	**3,000**	**5,000**	**5,000**	**20,000**
Furniture and Office Equipment		**–**	**4,647**	**–**	**3,000**	**1,000**	**1,000**	**3,000**	**3,000**	**3,000**
Machinery and Equipment		**–**	**–**	**259**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**5,860**	**6,003**	**4,000**	**1,000**	**1,000**	**6,000**	**6,000**	**10,000**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Renewal of Existing Assets	2	**92,348**	**78,479**	**131,330**	**45,048**	**104,979**	**104,979**	**23,000**	**51,000**	**67,000**
Roads Infrastructure		16,616	21,659	108,785	13,048	15,661	15,661	–	–	–
Storm water Infrastructure		–	–	–	–	58,000	58,000	–	–	–
Electrical Infrastructure		6,551	–	5,733	10,000	10,000	10,000	8,000	8,000	9,000
Water Supply Infrastructure		12,378	6,361	5,578	5,000	3,000	3,000	–	–	–
Sanitation Infrastructure		45,201	14,560	11,234	17,000	13,600	13,600	15,000	43,000	58,000
Solid Waste Infrastructure		–	11,483	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***80,747***	***54,063***	***131,330***	***45,048***	***100,261***	***100,261***	***23,000***	***51,000***	***67,000***
Community Facilities		6,951	24,274	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	142	–	–	4,717	4,717	–	–	–
Community Assets		***6,951***	***24,416***	**–**	**–**	***4,717***	***4,717***	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		2,380	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***2,380***	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**2,270**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Total Upgrading of Existing Assets	6	**–**	**–**	**138,193**	**204,587**	**48,344**	**48,344**	**76,436**	**79,950**	**71,000**
Roads Infrastructure		–	–	96,872	151,699	–	–	53,436	55,000	55,000
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	11,819	19,337	13,000	13,000	5,000	5,000	–
Water Supply Infrastructure		–	–	22,662	33,551	18,494	18,494	3,000	13,000	13,000
Sanitation Infrastructure		–	–	6,766	–	14,850	14,850	15,000	6,950	3,000
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		**–**	**–**	***138,118***	***204,587***	***46,344***	***46,344***	***76,436***	***79,950***	***71,000***
Community Facilities		–	–	75	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	***75***	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	2,000	2,000	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	***2,000***	***2,000***	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure	4	**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**
Roads Infrastructure		16,616	24,980	108,785	164,747	15,661	15,661	53,436	55,000	55,000
Storm water Infrastructure		–	–	11,538	–	58,000	58,000	–	–	–
Electrical Infrastructure		26,760	11,144	25,105	53,997	47,997	47,997	43,998	29,000	24,880
Water Supply Infrastructure		42,909	18,830	65,280	55,932	41,450	41,450	3,377	30,547	33,386
Sanitation Infrastructure		49,991	16,560	11,234	37,801	51,315	51,315	54,806	49,950	61,000
Solid Waste Infrastructure		–	11,483	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***136,275***	***82,997***	***221,943***	***312,477***	***214,423***	***214,423***	***155,617***	***164,497***	***174,266***
Community Facilities		6,951	24,274	8,583	4,765	2,473	2,473	12,668	–	–
Sport and Recreation Facilities		–	142	–	–	4,717	4,717	–	–	–
Community Assets		***6,951***	***24,416***	***8,583***	***4,765***	***7,190***	***7,190***	***12,668***	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		2,380	115	12,153	5,000	2,500	2,500	2,000	2,000	2,000
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***2,380***	***115***	***12,153***	***5,000***	***2,500***	***2,500***	***2,000***	***2,000***	***2,000***
Operational Buildings		7	–	1,516	–	2,000	2,000	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***7***	**–**	***1,516***	**–**	***2,000***	***2,000***	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		3,767	1,656	–	–	–	–	–	–	–
Intangible Assets		***3,767***	***1,656***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**2,270**	**–**	**–**	**4,000**	**3,000**	**3,000**	**5,000**	**5,000**	**20,000**
Furniture and Office Equipment		**–**	**4,647**	**–**	**3,000**	**1,000**	**1,000**	**3,000**	**3,000**	**3,000**
Machinery and Equipment		**–**	**–**	**259**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**5,860**	**6,003**	**4,000**	**1,000**	**1,000**	**6,000**	**6,000**	**10,000**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL CAPITAL EXPENDITURE - Asset class		**151,651**	**119,691**	**250,457**	**333,241**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**

ASSET REGISTER SUMMARY - PPE (WDV)	5	1,634,720	1,670,822	1,860,122	2,073,998	2,073,998	2,073,998	2,068,060	2,109,487	2,170,027
Roads Infrastructure		308,727	320,673	409,965	432,749	349,050	349,050	337,100	338,555	339,129
Storm water Infrastructure					51,413	145,112	145,112	109,413	95,805	113,802
Electrical Infrastructure		214,448	219,345	237,020	291,842	291,842	291,842	313,843	322,223	329,275
Water Supply Infrastructure		163,197	174,653	253,237	276,783	271,783	271,783	276,767	316,275	343,764
Sanitation Infrastructure		361,671	370,878	369,904	422,737	417,737	417,737	439,742	456,027	460,776
Solid Waste Infrastructure		25,677	23,628	22,612	34,952	34,952	34,952	6,599	6,599	6,599
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***1,073,718***	***1,109,177***	***1,292,737***	***1,510,476***	***1,510,476***	***1,510,476***	***1,483,464***	***1,535,484***	***1,593,344***
Community Assets		287,634	304,544	304,554	256,403	258,403	258,403	271,497	262,467	252,850
Heritage Assets		**7,864**	**7,864**	**7,864**	**7,864**	**7,864**	**7,864**	**7,864**	**7,864**	**7,864**
Investment properties		**196,328**	**195,886**	**194,126**	**191,988**	**191,988**	**191,988**	**193,202**	**194,369**	**195,486**
Other Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		6,299	3,826	11,052	3,961	3,961	3,961	11,228	11,267	11,307
Computer Equipment		**62,876**		**4,745**	**10,658**	**10,658**	**10,658**	**11,658**	**12,863**	**29,887**
Furniture and Office Equipment		**–**	**5,191**	**4,131**	**3,391**	**3,391**	**3,391**	**3,391**	**3,628**	**3,621**
Machinery and Equipment		**–**	**4,216**	**3,337**	**4,638**	**2,638**	**2,638**	**4,638**	**4,638**	**4,638**
Transport Assets			**40,119**	**37,576**	**29,689**	**29,689**	**29,689**	**26,189**	**21,977**	**16,100**
Land		**–**	**–**		**54,930**	**54,930**	**54,930**	**54,930**	**54,930**	**54,930**
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**1,634,720**	**1,670,822**	**1,860,122**	**2,073,998**	**2,073,998**	**2,073,998**	**2,068,060**	**2,109,487**	**2,170,027**
EXPENDITURE OTHER ITEMS		**191,476**	**182,038**	**225,705**	**316,063**	**314,954**	**314,954**	**331,650**	**355,959**	**380,187**
Depreciation	7	57,792	60,291	64,443	69,250	69,250	69,250	71,600	76,724	81,747
Repairs and Maintenance by Asset Class	3	**133,684**	**121,748**	**161,263**	**246,813**	**245,704**	**245,704**	**260,050**	**279,235**	**298,440**
Roads Infrastructure		13,612	18,157	23,897	40,528	40,936	40,936	42,380	47,896	53,392
Storm water Infrastructure		–	–	–	600	600	600	600	642	684
Electrical Infrastructure		22,225	26,099	35,931	59,739	56,062	56,062	61,400	65,426	69,417
Water Supply Infrastructure		21,617	17,471	28,953	42,438	36,711	36,711	44,662	47,342	49,946
Sanitation Infrastructure		9,171	15,137	12,982	25,426	32,823	32,823	28,074	29,759	31,395
Solid Waste Infrastructure		13,147	13,715	20,801	22,237	22,106	22,106	23,196	24,778	26,345
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***79,772***	***90,578***	***122,564***	***190,968***	***189,239***	***189,239***	***200,313***	***215,842***	***231,177***
Community Facilities		8,624	749	6,789	4,511	4,708	4,708	5,381	5,686	6,005
Sport and Recreation Facilities		1,863	390	402	391	399	399	440	452	479
Community Assets		***10,487***	***1,139***	***7,190***	***4,902***	***5,107***	***5,107***	***5,821***	***6,139***	***6,483***
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	929	–	6,681	6,681	6,681	6,880	7,293	7,725
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	***929***	**–**	***6,681***	***6,681***	***6,681***	***6,880***	***7,293***	***7,725***
Operational Buildings		43,425	19,395	31,509	8,964	13,075	13,075	10,953	11,616	12,270
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***43,425***	***19,395***	***31,509***	***8,964***	***13,075***	***13,075***	***10,953***	***11,616***	***12,270***
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**3,699**	**–**	**1,849**	**3,595**	**3,595**	**1,758**	**1,865**	**1,969**
Machinery and Equipment		**–**	**–**	**–**	**21,860**	**20,721**	**20,721**	**23,378**	**24,878**	**26,564**
Transport Assets		**–**	**6,007**	**–**	**11,588**	**7,287**	**7,287**	**10,947**	**11,604**	**12,250**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL EXPENDITURE OTHER ITEMS		**191,476**	**182,038**	**225,705**	**316,063**	**314,954**	**314,954**	**331,650**	**355,959**	**380,187**
Renewal and upgrading of Existing Assets as % of total capex		*60.9%*	*65.6%*	*107.6%*	*74.9%*	*66.3%*	*66.3%*	*54.0%*	*72.5%*	*65.9%*
Renewal and upgrading of Existing Assets as % of deprecn		*159.8%*	*130.2%*	*418.2%*	*360.5%*	*221.4%*	*221.4%*	*138.9%*	*170.7%*	*168.8%*
R&M as a % of PPE		*9.4%*	*8.3%*	*9.8%*	*13.2%*	*13.1%*	*13.1%*	*14.0%*	*14.7%*	*15.3%*
Renewal and upgrading and R&M as a % of PPE		*14.0%*	*12.0%*	*23.0%*	*24.0%*	*19.0%*	*19.0%*	*17.0%*	*19.0%*	*20.0%*

References

1. Detail of new assets provided in Table SA34a

2. Detail of renewal of existing assets provided in Table SA34b

3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c

4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure

5. Must reconcile to 'Budgeted Financial Position' (written down value)

6. Detail of upgrading of existing assets provided in Table SA34e

7. Detail of depreciation provided in Table SA34d

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Household service targets	1									
Water:										
Piped water inside dwelling		39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
Piped water inside yard (but not in dwelling)		15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
Using public tap (at least min.service level)	2	7,570	7,570	7,570	7,646	7,646	7,646	7,722	7,722	7,722
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		62,370	62,370	62,370	62,446	62,446	62,446	62,522	62,522	62,522
Using public tap (< min.service level)	3	860	–	860	860	860	860	860	860	860
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		870	870	870	870	870	870	870	870	870
Below Minimum Service Level sub-total		1,730	870	1,730	1,730	1,730	1,730	1,730	1,730	1,730
Total number of households	5	**64,100**	**63,240**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,252**	**64,252**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		895	895	895	895	895	895	895	895	895
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
Bucket toilet		1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		2,920	2,920	2,920	2,996	2,996	2,996	3,072	3,149	3,149
Below Minimum Service Level sub-total		4,305	4,305	4,305	4,381	4,381	4,381	4,457	4,534	4,534
Total number of households	5	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
Energy:										
Electricity (at least min.service level)		13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
Electricity - prepaid (min.service level)		44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
Minimum Service Level and Above sub-total		57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
Electricity (< min.service level)		–	–	6,980	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		6,980	6,980	6,980	7,056	7,056	7,056	7,132	7,209	7,209
Below Minimum Service Level sub-total		6,980	6,980	13,960	7,056	7,056	7,056	7,132	7,209	7,209
Total number of households	5	**64,100**	**64,100**	**71,080**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
Refuse:										
Removed at least once a week		54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
Minimum Service Level and Above sub-total		54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
Removed less frequently than once a week		740	740	740	740	740	740	740	740	740
Using communal refuse dump		1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
Using own refuse dump		5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		1,740	1,740	1,740	1,816	1,816	1,816	1,892	1,969	1,969
Below Minimum Service Level sub-total		9,300	9,300	9,300	9,376	9,376	9,376	9,452	9,529	9,529
Total number of households	5	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Sanitation (free minimum level service)		–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Electricity/other energy (50kwh per household per month)		–	–	9,514	15,000	15,000	15,000	15,000	17,500	18,500
Refuse (removed at least once a week)		–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per **indigent** household per month)		–	–	6,052	8,125	8,125	8,125	8,125	10,498	11,857
Sanitation (free sanitation service to **indigent households**)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per **indigent** household per month)		–	–	11,246	12,023	12,023	12,023	12,023	13,518	15,309
Refuse (removed once a week **for indigent households**)		–	–	11,504	15,000	12,000	12,000	15,000	15,900	16,854
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		47,010	46,989	36,731	115,598	115,598	115,598	92,028	91,078	105,254
Total cost of FBS provided		**47,010**	**46,989**	**65,533**	**150,746**	**147,746**	**147,746**	**127,176**	**130,994**	**149,274**
Highest level of free service provided per household										
Property rates (R value threshold)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water (kilolitres per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)		132	138	145	155	155	155	165	175	187
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		21	21	21	21	21	21	21	21	21
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)		107	112	118	125	125	125	113	124	128
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		–	–	9,546	10,210	10,210	10,210	10,210	10,823	11,418
Water **(in excess of 6 kilolitres per indigent household per month)**		–	–	–	–	–	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**		–	–	16,770	21,867	16,867	16,867	21,867	23,289	24,686
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		–	–	–	–	–	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**		–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		**107**	**112**	**26,434**	**32,202**	**27,202**	**27,202**	**32,190**	**34,235**	**36,232**

References

1. Include services provided by another entity; e.g. Eskom

2. Stand distance <= 200m from dwelling

3. Stand distance > 200m from dwelling

4. Borehole, spring, rain-water tank etc.

5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)

6. Include value of subsidy provided by municipality above provincial subsidy level

7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SA1)

NC091 Sol Plaatje - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
REVENUE ITEMS:											
Property rates	6										
Total Property Rates		484,397	455,092	501,946	551,522	551,522	551,522	551,522	588,864	636,816	686,157
less Revenue Foregone ***(exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)***		–	–	9,546	10,210	10,210	10,210	10,210	10,210	10,823	11,418
Net Property Rates		**484,397**	**455,092**	**492,400**	**541,312**	**541,312**	**541,312**	**541,312**	**578,654**	**625,994**	**674,739**
Service charges - electricity revenue	6										
Total Service charges - electricity revenue		595,477	594,267	596,188	740,015	630,015	630,015	630,015	775,550	834,318	878,963
less Revenue Foregone ***(in excess of 50 kwh per indigent household per month)***											
less Cost of Free Basis Services (50 kwh per indigent household per month)		–	–	11,246	12,023	12,023	12,023	12,023	12,023	13,518	15,309
Net Service charges - electricity revenue		**595,477**	**594,267**	**584,943**	**727,992**	**617,992**	**617,992**	**617,992**	**763,527**	**820,800**	**863,653**
Service charges - water revenue	6										
Total Service charges - water revenue		**223,280**	**236,344**	**233,190**	**276,233**	**276,233**	**276,233**	**276,233**	**294,167**	**313,495**	**336,801**
less Revenue Foregone ***(in excess of 6 kilolitres per indigent household per month)***											
less Cost of Free Basis Services (6 kilolitres per indigent household per month)		–	–	6,052	8,125	8,125	8,125	8,125	8,125	10,498	11,857
Net Service charges - water revenue		**223,280**	**236,344**	**227,138**	**268,108**	**268,108**	**268,108**	**268,108**	**286,042**	**302,997**	**324,944**
Service charges - sanitation revenue											
Total Service charges - sanitation revenue		**69,998**	**68,610**	**78,873**	**85,681**	**85,681**	**85,681**	**85,681**	**91,384**	**97,055**	**103,417**
less Revenue Foregone ***(in excess of free sanitation service to indigent households)***				**16,770**	**21,867**	**16,867**	**16,867**	**16,867**	**21,867**	**23,289**	**24,686**
less Cost of Free Basis Services (free sanitation service to indigent households)		–	–	–	–	–	–	–	–	–	–
Net Service charges - sanitation revenue		**69,998**	**68,610**	**62,104**	**63,813**	**68,813**	**68,813**	**68,813**	**69,517**	**73,766**	**78,731**
Service charges - refuse revenue	6										
Total refuse removal revenue		53,149	51,820	56,733	62,595	72,395	72,395	72,395	68,898	73,217	77,544
Total landfill revenue											
less Revenue Foregone ***(in excess of one removal a week to indigent households)***		–	–	–	–	–	–	–	–	–	–
less Cost of Free Basis Services (removed once a week to indigent households)		–	–	11,504	15,000	12,000	12,000	12,000	15,000	15,900	16,854
Net Service charges - refuse revenue		**53,149**	**51,820**	**45,229**	**47,595**	**60,395**	**60,395**	**60,395**	**53,898**	**57,317**	**60,690**
Other Revenue by source											
Fuel Levy											
Sale Of Goods & Services		–	–	16,018	19,373	19,373	19,373	19,373	18,749	19,899	21,004
Other Revenue		23,987	26,177	1,003	–	–	–	–	–	–	–
Other Revenue		–	–	7,497	5,840	5,840	5,840	5,840	6,396	6,755	7,105
Total 'Other' Revenue	1	**23,987**	**26,177**	**24,518**	**25,213**	**25,213**	**25,213**	**25,213**	**25,146**	**26,654**	**28,110**
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	328,026	321,653	340,348	387,886	379,399	379,399	379,399	421,391	446,810	471,523
Pension and UIF Contributions		44,070	54,143	56,594	66,559	66,559	66,559	66,559	72,623	76,994	81,332
Medical Aid Contributions		36,718	39,456	42,819	49,999	49,999	49,999	49,999	53,581	56,943	60,241
Overtime		27,574	33,685	48,725	28,630	28,730	28,730	28,730	31,567	33,468	35,343
Performance Bonus			–	26,376	29,437	29,437	29,437	29,437	32,316	34,263	36,194
Motor Vehicle Allowance		35,556	41,568	40,598	47,763	47,758	47,758	47,758	50,209	53,135	56,016
Cellphone Allowance		1,387	1,505	1,531	1,595	1,595	1,595	1,595	1,696	1,798	1,898
Housing Allowances		2,502	2,830	2,429	2,858	2,858	2,858	2,858	3,020	3,198	3,374
Other benefits and allowances		49,484	53,692	28,188	32,869	33,264	33,264	33,264	34,846	36,910	38,956
Payments in lieu of leave		11,279	16,688	14,428	14,000	7,000	7,000	7,000	15,000	16,125	17,173
Long service awards		9,544	11,461	12,424	15,948	15,945	15,945	15,945	17,357	18,400	19,436
Post-retirement benefit obligations	4	56,826	(9,364)	32,849	39,109	36,109	36,109	36,109	37,359	40,161	42,772
sub-total	5	**602,966**	**567,317**	**647,309**	**716,652**	**698,652**	**698,652**	**698,652**	**770,966**	**818,205**	**864,258**
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	**602,966**	**567,317**	**647,309**	**716,652**	**698,652**	**698,652**	**698,652**	**770,966**	**818,205**	**864,258**
Contributions recognised - capital											
Total Contributions recognised - capital		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		57,792	60,291	60,372	64,250	64,250	64,250	64,250	66,600	71,349	76,023
Lease amortisation		–	–	4,071	5,000	5,000	5,000	5,000	5,000	5,375	5,724
Capital asset impairment											
Depreciation resulting from revaluation of PPE	10										
Total Depreciation & asset impairment	1	**57,792**	**60,291**	**64,443**	**69,250**	**69,250**	**69,250**	**69,250**	**71,600**	**76,724**	**81,747**
Bulk purchases											
Electricity Bulk Purchases		387,544	422,426	420,968	462,000	471,000	471,000	471,000	520,000	562,120	591,350
Water Bulk Purchases		66,466	69,541	80,366	90,500	95,500	95,500	95,500	97,500	107,250	117,975
Total bulk purchases	1	**454,010**	**491,966**	**501,334**	**552,500**	**566,500**	**566,500**	**566,500**	**617,500**	**669,370**	**709,325**
Transfers and grants											
Cash transfers and grants		6,625	7,984	9,325	9,670	6,970	6,970	3,342	7,670	7,710	7,749
Non-cash transfers and grants		–	–	–	–	–	–	–	–	–	–
Total transfers and grants	1	**6,625**	**7,984**	**9,325**	**9,670**	**6,970**	**6,970**	**3,342**	**7,670**	**7,710**	**7,749**
Contracted services											
Contractors		31,332	42,170	33,443	34,578	28,078	28,078	28,078	35,328	37,628	39,872
Outsourced Services		–	–	11,133	6,283	5,643	5,643	5,643	6,237	6,374	6,510
Consultants & Professionals		–	–	8,778	10,040	9,990	9,990	9,990	10,040	10,692	11,314
sub-total	1	**31,332**	**42,170**	**53,354**	**50,901**	**43,711**	**43,711**	**43,711**	**51,605**	**54,694**	**57,697**
Allocations to organs of state:											
Electricity											
Water											
Sanitation											
Other											
Total contracted services		**31,332**	**42,170**	**53,354**	**50,901**	**43,711**	**43,711**	**43,711**	**51,605**	**54,694**	**57,697**
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Consultant fees											
Audit fees		–	–	4,930	5,000	5,240	5,240	5,240	5,500	5,913	6,297
General expenses	3	122,274	87,862	9,642	26,795	24,262	24,262	24,262	28,040	29,420	31,119
Municipal Services\prepaid Electricity		–	–	–	–	–	–	–	–	–	–
Oc: Municipal Services		–	–	–	66,755	55,586	55,586	55,586	69,203	74,082	78,908
Oc: Cash Discount		–	–	28,637	33,000	33,000	33,000	33,000	33,000	35,475	37,781
Oc: Municipal Services\water		–	–	2,042	2,550	2,250	2,250	2,250	2,550	2,703	2,852
Oc: Professional Bodies M/Ship & Subs		–	–	6,899	7,355	7,388	7,388	7,388	7,872	8,461	9,010
Oc: Comm - Phone Fax Telegraph & Telex		–	–	4,051	6,020	5,013	5,013	5,013	5,855	6,233	6,598
Oc: Learnerships & Internships		–	–	2,544	5,352	8,154	8,154	8,154	5,147	6,494	5,844
Oc: Insur Under - Premiums		–	–	4,942	5,053	5,053	5,053	5,053	5,775	6,124	6,462
Oc: Uniform & Protective Clothing		–	–	4,054	5,024	5,205	5,205	5,205	5,305	5,631	5,954
Oc: Ext Com Serv Prov - S/Ware Licences		–	–	1,569	4,383	5,071	5,071	5,071	4,632	4,909	5,179
Oc: Indigent Relief		–	–	9,351	4,180	4,180	4,180	4,180	4,180	4,754	832
Oc: Remuneration To Ward Committees		–	–	3,631	3,960	3,960	3,960	3,960	3,960	4,198	4,428
Oc: Assets Less Than Capital Threshold		–	–	2,169	3,787	2,043	2,043	2,043	3,738	3,964	4,184
Oc: Bc/Fac/C Fees - Bank Accounts		–	–	2,649	3,650	3,650	3,650	3,650	3,700	3,922	4,138
Oc: Printing & Publications		–	–	4,009	4,027	3,720	3,720	3,720	4,544	4,861	5,161
Oc: Reg Fees National		–	–	1,479	2,775	1,454	1,454	1,454	2,749	2,313	2,376
Oc: T&S Dom - Accommodation		–	–	2,144	2,360	1,635	1,635	1,635	2,409	2,564	2,712
Oc: Comm - Postage/Stamps/Franking Mach		–	–	2,776	3,113	3,064	3,064	3,064	3,074	3,258	3,437
Total 'Other' Expenditure	1	**122,274**	**87,862**	**97,520**	**195,138**	**179,929**	**179,929**	**179,929**	**201,231**	**215,276**	**223,274**

by Expenditure Item	8										
Employee related costs		–	–	99,042	110,742	109,068	109,068	109,068	120,789	128,316	135,890
Other materials		133,684	121,748	137,128	119,923	122,583	122,583	122,583	123,092	133,577	144,041
Contracted Services		–	–	11,714	9,474	7,974	7,974	7,974	9,720	10,484	11,235
Other Expenditure		–	–	4,877	6,673	6,079	6,079	6,079	6,449	6,859	7,275
Total Repairs and Maintenance Expenditure	9	133,684	121,748	252,761	246,813	245,704	245,704	245,704	260,050	279,235	298,440
	check	–	0	91,498	–	–	–		–	–	–

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)

2. Must reconcile to supporting documentation on staff salaries

3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)

4. Expenditure to meet any 'unfunded obligations'

5 This sub-total must agree with the total on SA22, but excluding councillor and board member items

6. Include a note for each revenue item that is affected by 'revenue foregone'

7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

NC091 Sol Plaatje - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description R thousand	Ref 1	Vote 01 - Executive & Council	Vote 02 - Municipal And General	Vote 03 - Municipal Manager	Vote 04 - Corporate Services	Vote 05 - Community Services	Vote 06 - Financial Services	Vote 07 - Strategy Econ Development And Planning	Vote 08 - Infrastructure And Services	Total
Revenue By Source										
Property rates		–	–	–	–	–	578,654	–	–	**578,654**
Service charges - electricity revenue		–	–	–	–	–	–	–	763,527	**763,527**
Service charges - water revenue		–	–	–	–	–	–	–	286,042	**286,042**
Service charges - sanitation revenue		–	–	–	–	–	–	–	69,517	**69,517**
Service charges - refuse revenue		–	–	–	–	53,898	–	–	–	**53,898**
Rental of facilities and equipment		–	–	–	–	110	–	800	10,900	**11,810**
Interest earned - external investments		–	15,000	–	–	–	–	–	–	**15,000**
Interest earned - outstanding debtors		–	79,000	–	–	12,940	–	–	46,000	**137,940**
Dividends received		–	–	–	–	–	–	–	–	**–**
Fines, penalties and forfeits		–	–	–	–	14,185	12,620	–	–	**26,805**
Licences and permits		–	–	–	–	4,764	–	–	–	**4,764**
Agency services		–	–	–	–	–	–	–	–	**–**
Other revenue		–	4,148	–	3,676	7,375	1,336	8,060	551	**25,146**
Transfers and subsidies		–	212,759	–	6,500	7,800	3,450	–	–	**230,509**
Gains on disposal of PPE		–	–	–	–	–	–	–	–	**–**
Total Revenue (excluding capital transfers and contributior		**–**	**310,907**	**–**	**10,176**	**101,072**	**596,060**	**8,860**	**1,176,537**	**2,203,612**
Expenditure By Type										
Employee related costs		13,317	62,959	17,436	59,708	233,238	121,621	49,496	213,189	**770,966**
Remuneration of councillors		31,753	–	–	–	–	–	–	–	**31,753**
Debt impairment		–	120,000	–	–	–	–	–	106,000	**226,000**
Depreciation & asset impairment		–	44,300	–	–	900	–	–	26,400	**71,600**
Finance charges		–	343	–	–	–	–	–	24,318	**24,661**
Bulk purchases		–	–	–	–	–	–	–	617,500	**617,500**
Other materials		393	50,878	201	2,780	34,838	4,098	6,619	91,420	**191,225**
Contracted services		200	7,855	4,328	198	433	1,428	400	36,763	**51,605**
Transfers and subsidies		500	7,000	–	–	170	–	–	–	**7,670**
Other expenditure		5,079	77,575	1,335	11,695	18,467	17,394	4,014	65,672	**201,231**
Loss on disposal of PPE		–	–	–	–	–	–	–	–	**–**
Total Expenditure		**51,241**	**370,910**	**23,300**	**74,381**	**288,046**	**144,541**	**60,529**	**1,181,262**	**2,194,210**
Surplus/(Deficit)		**(51,241)**	**(60,003)**	**(23,300)**	**(64,205)**	**(186,975)**	**451,519**	**(51,669)**	**(4,725)**	**9,402**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			**157,285**	**–**		**–**				**157,285**
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)										**–**
Transfers and subsidies - capital (in-kind - all)			**–**							**–**
Surplus/(Deficit) after capital transfers & contributions		**(51,241)**	**97,282**	**(23,300)**	**(64,205)**	**(186,975)**	**451,519**	**(51,669)**	**(4,725)**	**166,687**

References

1. Departmental columns to be based on municipal organisation structure

NC091 Sol Plaatje - Supporting Table SA3 Supportinging detail to 'Budgeted Financial Position'

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
ASSETS											
Call investment deposits											
Call deposits											
Other current investments		–	–	–	–	–	–	–	–	–	–
Total Call investment deposits	2	–	–	–	–	–	–	–	–	–	–
Consumer debtors											
Consumer debtors		1,119,835	1,641,283	1,906,132	1,220,279	1,678,198	1,678,198	2,102,857	2,374,337	2,601,317	2,888,937
Less: Provision for debt impairment		(780,894)	(932,336)	(1,082,742)	(1,224,102)	(1,204,102)	(1,204,102)	(1,204,102)	(1,295,107)	(1,541,836)	(1,812,212)
Total Consumer debtors	2	**338,941**	**708,946**	**823,390**	**(3,823)**	**474,096**	**474,096**	**898,755**	**1,079,230**	**1,059,480**	**1,076,726**
Debt impairment provision											
Balance at the beginning of the year		648,585	789,001	(932,336)	(1,128,012)	(1,128,012)	(1,128,012)	(1,128,012)	(1,199,017)	(1,290,023)	(1,538,673)
Contributions to the provision		161,571	192,872	144,166	(91,005)	(71,005)	(71,005)	(71,005)	(91,005)	(248,650)	(270,525)
Bad debts written off		(21,155)	(34,409)	(294,572)	(5,084)	(5,084)	(5,084)	(5,084)	(5,084)	(3,164)	(3,014)
Balance at end of year		**789,001**	**947,464**	**(1,082,742)**	**(1,224,102)**	**(1,204,102)**	**(1,204,102)**	**(1,204,102)**	**(1,295,107)**	**(1,541,836)**	**(1,812,212)**
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		2,000,100	2,103,671	2,313,369	2,627,351	2,527,723	2,527,723	2,527,723	2,651,445	2,761,198	2,896,124
Leases recognised as PPE	3										
Less: Accumulated depreciation		575,872	632,563	666,289	757,165	657,537	657,537	657,537	795,678	865,211	940,753
Total Property, plant and equipment (PPE)	2	**1,424,228**	**1,471,109**	**1,647,080**	**1,870,186**	**1,870,186**	**1,870,186**	**1,870,186**	**1,855,767**	**1,895,987**	**1,955,370**
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)											
Current portion of long-term liabilities		8,201	8,238	12,680	9,399	9,399	9,399	–	–	–	–
Total Current liabilities - Borrowing		**8,201**	**8,238**	**12,680**	**9,399**	**9,399**	**9,399**	**–**	**–**	**–**	**–**
Trade and other payables											
Trade Payables	5	161,272	133,117	184,036	203,382	203,382	203,382	203,382	203,327	206,160	216,013
Other creditors											
Unspent conditional transfers		11,012	12,350	31,649	–	–	–	–	–	–	–
VAT		24,741	32,725	23,535	17,790	17,790	17,790	17,790	17,790	17,990	14,109
Total Trade and other payables	2	**197,025**	**178,192**	**239,220**	**221,172**	**221,172**	**221,172**	**221,172**	**221,118**	**224,151**	**230,122**
Non current liabilities - Borrowing											
Borrowing	4	218,675	210,435	204,226	182,534	182,534	182,534	191,934	172,417	144,219	115,626
Finance leases (including PPP asset element)											
Total Non current liabilities - Borrowing		**218,675**	**210,435**	**204,226**	**182,534**	**182,534**	**182,534**	**191,934**	**172,417**	**144,219**	**115,626**
Provisions - non-current											
Retirement benefits		234,231	214,640	237,081	269,038	269,038	269,038				
List other major provision items											
Other		–	–		28,353	28,353	28,353	28,353	–	–	–
Other		27,624	1,503								
Total Provisions - non-current		**261,856**	**216,144**	**237,081**	**297,390**	**297,390**	**297,390**	**28,353**	**–**	**–**	**–**
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		1,737,172	1,975,540	2,207,787	2,363,222	2,363,222	2,363,222	2,363,222	2,394,667	2,718,158	2,957,894
GRAP adjustments											
Restated balance		1,737,172	1,975,540	2,207,787	2,363,222	2,363,222	2,363,222	2,363,222	2,394,667	2,718,158	2,957,894
Surplus/(Deficit)		235,873	258,866	220,357	292,046	176,114	176,114	179,742	166,687	163,029	178,999
Appropriations to Reserves		(30,201)	(13,061)								
Transfers from Reserves			–	26,579	31,445	31,445	31,445	31,445	323,491	239,736	85,438
Depreciation offsets		–	–	–	–	–	–	–	–	–	–
Other adjustments		–	–	13,559	–	–	–	–	–	–	–
Accumulated Surplus/(Deficit)	1	**1,942,844**	**2,221,345**	**2,468,281**	**2,686,713**	**2,570,781**	**2,570,781**	**2,574,408**	**2,884,845**	**3,120,923**	**3,222,331**
Reserves											
Housing Development Fund											
Capital replacement		70,059	92,131	65,117	53,153	53,153	53,153	53,153	39,729	31,662	28,645
Self-insurance		23,548	24,093	24,278	29,099	29,099	29,099	29,099	31,603	34,106	36,609
COID		10,610	10,721	10,970	13,248	13,248	13,248	13,248	14,512	15,775	17,039
Revaluation											
Total Reserves	2	**104,217**	**126,945**	**100,366**	**95,500**	**95,500**	**95,500**	**95,500**	**85,843**	**81,543**	**82,293**
TOTAL COMMUNITY WEALTH/EQUITY	2	**2,047,062**	**2,348,290**	**2,568,647**	**2,782,213**	**2,666,281**	**2,666,281**	**2,669,908**	**2,970,688**	**3,202,467**	**3,304,624**

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services											

NC091 Sol Plaatje - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				394,931	–	285,255	271,509	279,224	279,224	310,907	300,219	311,747
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				496,684	473,280	514,881	556,928	556,928	556,928	596,060	643,468	692,509
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				2,706	399,295	6,591	7,564	10,705	10,705	10,176	11,897	11,611
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				873,746	912,461	1,135,494	1,208,943	1,127,743	1,127,743	1,277,609	1,363,558	1,442,480
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		7,185	6,640	6,861	8,895	8,895	8,895	8,860	9,396	9,923
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	**1,775,253**	**1,791,676**	**1,949,082**	**2,053,839**	**1,983,495**	**1,983,495**	**2,203,612**	**2,328,538**	**2,468,270**

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

check op revenue balance				32,696	(0)	103,528	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				339,553	31,403	365,032	381,286	365,446	365,446	422,152	428,212	458,284
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				103,287	106,376	112,282	134,469	131,275	131,275	144,541	152,256	159,982
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				73,510	316,382	77,587	90,336	92,325	92,325	97,681	104,538	109,229
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				1,053,785	1,126,841	1,326,710	1,383,428	1,355,000	1,355,000	1,469,308	1,569,797	1,662,159
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		48,537	41,330	54,708	57,337	56,894	56,894	60,529	64,203	67,884
Allocations to other priorities												
Total Expenditure			1	**1,618,672**	**1,622,333**	**1,936,318**	**2,046,856**	**2,000,941**	**2,000,941**	**2,194,210**	**2,319,006**	**2,457,537**

References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

check op expenditure balance	*(0)*	–	*103,527*	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				25,074	14,706	149,054	185,511	90,351	90,351	82,105	71,000	90,000
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				126,577	104,984	96,704	147,730	140,762	140,762	102,180	109,497	119,266
Allocations to other priorities			3									
Total Capital Expenditure			1	**151,651**	**119,691**	**245,758**	**333,241**	**231,113**	**231,113**	**184,285**	**180,497**	**209,266**

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

3. Balance of allocations not directly linked to an IDP strategic objective

check capital balance – – *(4,699)* – – – – – –

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2015/16	2016/17	2017/18	Current Year 2018/19		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
	NT Schedule error see SDBIP for detail						

2019/20 Medium Term Revenue & Expenditure Framework		
Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Borrowing Management											
Credit Rating		Baa1.za	Baa1.za	Baa1.za	Baa1.za	Baa1.za	Baa1.za	Baa1.za			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.5%	2.2%	1.9%	1.7%	1.8%	1.8%	1.3%	1.5%	1.4%	1.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2.5%	2.2%	2.1%	1.9%	2.0%	2.0%	1.5%	1.7%	1.6%	1.4%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	209.8%	165.8%	203.5%	191.1%	191.1%	191.1%	201.0%	200.9%	176.9%	140.5%
Liquidity											
Current Ratio	Current assets/current liabilities	4.9	5.1	4.3	3.4	4.9	4.9	2.5	2.9	3.2	3.1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.9	5.1	4.3	3.4	4.9	4.9	2.5	2.9	3.2	3.1
Liquidity Ratio	Monetary Assets/Current Liabilities	1.1	0.9	0.4	0.7	0.4	0.4	0.2	0.4	0.7	0.6
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		74.1%	71.4%	71.7%	84.2%	80.8%	80.8%	0.0%	93.9%	93.5%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		74.1%	71.4%	71.7%	84.2%	80.8%	80.8%	0.0%	93.9%	93.5%	89.7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	50.1%	60.6%	71.7%	34.9%	60.3%	60.3%	60.3%	63.0%	59.8%	58.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within`MFMA' s 65(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		62.2%	54.2%	136.1%	110.3%	176.5%	176.5%	0.0%	100.6%	53.9%	56.8%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	96337	123614	64086	83160	83160	83160	0	8150	82975	78710
	Total Cost of Losses (Rand '000)	75	104	55	66	66	66	–	83	79	71
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	25%	13%	18%	18%	18%	0%	16%	14%	12%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	19	16	17	11	11	11	–	12	11	10
	Total Cost of Losses (Rand '000)	37478	35163	42409	40725	40725	40725	0	43875	42900	41291
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	51%	53%	45%	45%	45%	0%	45%	40%	35%
Employee costs	Employee costs/(Total Revenue - capital revenue)	34.6%	31.7%	35.1%	34.9%	35.2%	35.2%	35.2%	35.0%	35.1%	35.0%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	35.8%	33.0%	36.6%	36.3%	36.7%	36.7%		36.4%	36.6%	36.5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7.7%	6.8%	8.7%	12.0%	12.4%	12.4%		11.8%	12.0%	12.1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	5.0%	4.9%	5.0%	4.6%	4.8%	4.8%	4.8%	4.4%	4.3%	4.2%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	9.9	8.1	27.0	11.2	11.2	11.2	29.1	20.7	37.0	39.2
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	62.1%	76.1%	92.3%	43.2%	76.2%	76.2%	76.2%	78.7%	73.5%	71.1%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	2.2	2.1	1.0	1.3	0.8	0.8	–	1.3	2.3	2.2

References

1. Consumer debtors > 12 months old are excluded from current assets

2. Only include if services provided by the municipality

NC091 Sol Plaatje - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population			201	243	248	248	248	255	255	255	255	255
Females aged 5 - 14			40	–	46	46	46	36	36	36	36	36
Males aged 5 - 14			40	–	47	47	47	36	36	36	36	36
Females aged 15 - 34			55	–	70	70	70	41	41	41	41	41
Males aged 15 - 34			50	–	65	65	65	44	44	44	44	44
Unemployment			28	28	79	79	79	90	90	90	90	90
Monthly household income (no. of households)	1, 12											
No income		0-2400	4,393	79,310	7,032	7,032	7,032	44	44	44	44	44
R1 - R1 600		2400-6000	127,071	114,291	2,001	2,001	2,001	330	330	330	330	330
R1 601 - R3 200		6000-12000	32,171	9,682	3,215	3,215	3,215	1,650	1,650	1,650	1,650	1,650
R3 201 - R6 400		12000-18000	26,483	11,928	9,683	9,683	9,683	2,390	2,390	2,390	2,390	2,390
R6 401 - R12 800		18000-30000	12,879	10,923	11,291	11,291	11,291	5,090	5,090	5,090	5,090	5,090
R12 801 - R25 600		30000-42000	3,615	5,243	8,977	8,977	8,977	6,730	6,730	6,730	6,730	6,730
R25 601 - R51 200		42000-54000	1,078	2,056	7,235	7,235	7,235	6,220	6,220	6,220	6,220	6,220
R52 201 - R102 400		54000-72000	611	333	5,776	5,776	5,776	6,260	6,260	6,260	6,260	6,260
R102 401 - R204 800		72000-96000	310	242	3,506	3,506	3,506	5,860	5,860	5,860	5,860	5,860
R204 801 - R409 600		96000-132000	134	78	1,087	1,087	1,087	5,930	5,930	5,930	5,930	5,930
R409 601 - R819 200		132000-192000	–	–	268	268	268	6,420	6,420	6,420	6,420	6,420
> R819 200		192000-360000	–	–	224	224	224	8,350	8,350	8,350	8,350	8,350
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household/demographics (000)												
Number of people in municipal area			201	243	248	248	248	255	255	255	255	255
Number of poor people in municipal area			81	74	33	33	33	40	40	40	40	40
Number of households in municipal area			50	52	60	60	60	63	63	63	63	63
Number of poor households in municipal area			-	-	9	9	9	9	9	9	9	9
Definition of poor household (R per month)												
Housing statistics	3											
Formal			41,282	46,230	49,202	49,202	49,202	54,500	54,500	54,500	54,500	54,500
Informal			9,247	5,733	11,095	11,095	11,095	9,594	9,594	9,594	9,594	9,594
Total number of households			50,529	51,963	60,297	60,297	60,297	64,094	64,094	64,094	64,094	64,094
Dwellings provided by municipality	4		-	-	440	440	440	2,550	2,550	2,550	2,550	2,550
Dwellings provided by province/s			-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5											
Total new housing dwellings			-	-	440	440	440	2,550	2,550	2,550	2,550	2,550
Economic	6											
Inflation/inflation outlook (CPIX)						6.2%	6.6%	5.3%	5.3%	5.2%	5.4%	5.4%
Interest rate - borrowing						12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
Interest rate - investment						6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Remuneration increases						7.0%	6.0%	7.4%	7.0%	7.0%	7.0%	7.0%
Consumption growth (electricity)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Consumption growth (water)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Collection rates	7											
Property tax/service charges						88.5%	86.7%	88.0%	88.0%	88.0%	88.0%	88.0%
Rental of facilities & equipment						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - external investments						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - debtors						25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Revenue from agency services						100.0%	100.0%	100.0%	100.0%			

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
		Piped water inside yard (but not in dwelling)	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
	8	Using public tap (at least min.service level)	7,570	7,570	7,570	7,646	7,646	7,646	7,722	7,722	7,722
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	62,370	62,370	62,370	62,446	62,446	62,446	62,522	62,522	62,522
	9	Using public tap (< min.service level)	860	–	860	860	860	860	860	860	860
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	870	870	870	870	870	870	870	870	870
		Below Minimum Service Level sub-total	1,730	870	1,730	1,730	1,730	1,730	1,730	1,730	1,730
		Total number of households	**64,100**	**63,240**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,252**	**64,252**
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	–	–	–	–	–	–	–	–	–
		Pit toilet (ventilated)	895	895	895	895	895	895	895	895	895
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
		Bucket toilet	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
		Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
		No toilet provisions	2,920	2,920	2,920	2,996	2,996	2,996	3,072	3,149	3,149
		Below Minimum Service Level sub-total	4,305	4,305	4,305	4,381	4,381	4,381	4,457	4,534	4,534
		Total number of households	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
		Energy:									
		Electricity (at least min.service level)	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
		Electricity - prepaid (min.service level)	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
		Minimum Service Level and Above sub-total	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
		Electricity (< min.service level)	–	–	6,980	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	6,980	6,980	6,980	7,056	7,056	7,056	7,132	7,209	7,209
		Below Minimum Service Level sub-total	6,980	6,980	13,960	7,056	7,056	7,056	7,132	7,209	7,209
		Total number of households	**64,100**	**64,100**	**71,080**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
		Refuse:									
		Removed at least once a week	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Minimum Service Level and Above sub-total	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Removed less frequently than once a week	740	740	740	740	740	740	740	740	740
		Using communal refuse dump	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
		Using own refuse dump	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
		Other rubbish disposal	–	–	–	–	–	–	–	–	–
		No rubbish disposal	1,740	1,740	1,740	1,816	1,816	1,816	1,892	1,969	1,969
		Below Minimum Service Level sub-total	9,300	9,300	9,300	9,376	9,376	9,376	9,452	9,529	9,529
		Total number of households	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**

Municipal in-house services	Ref.		2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
		Piped water inside yard (but not in dwelling)	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
	8	Using public tap (at least min.service level)	7,570	7,570	7,570	7,646	7,646	7,646	7,722	7,722	7,722
	10	Other water supply (at least min.service level)									
		Minimum Service Level and Above sub-total	62,370	62,370	62,370	62,446	62,446	62,446	62,522	62,522	62,522
	9	Using public tap (< min.service level)	860	–	860	860	860	860	860	860	860
	10	Other water supply (< min.service level)									
		No water supply	870	870	870	870	870	870	870	870	870
		Below Minimum Service Level sub-total	1,730	870	1,730	1,730	1,730	1,730	1,730	1,730	1,730
		Total number of households	**64,100**	**63,240**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,252**	**64,252**
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
		Flush toilet (with septic tank)									
		Chemical toilet									
		Pit toilet (ventilated)	895	895	895	895	895	895	895	895	895
		Other toilet provisions (> min.service level)									
		Minimum Service Level and Above sub-total	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
		Bucket toilet	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
		Other toilet provisions (< min.service level)									
		No toilet provisions	2,920	2,920	2,920	2,996	2,996	2,996	3,072	3,149	3,149
		Below Minimum Service Level sub-total	4,305	4,305	4,305	4,381	4,381	4,381	4,457	4,534	4,534
		Total number of households	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
		Energy:									
		Electricity (at least min.service level)	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
		Electricity - prepaid (min.service level)	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
		Minimum Service Level and Above sub-total	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
		Electricity (< min.service level)	–	–	6,980	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)									
		Other energy sources	6,980	6,980	6,980	7,056	7,056	7,056	7,132	7,209	7,209
		Below Minimum Service Level sub-total	6,980	6,980	13,960	7,056	7,056	7,056	7,132	7,209	7,209
		Total number of households	**64,100**	**64,100**	**71,080**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**
		Refuse:									
		Removed at least once a week	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Minimum Service Level and Above sub-total	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Removed less frequently than once a week	740	740	740	740	740	740	740	740	740
		Using communal refuse dump	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
		Using own refuse dump	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
		Other rubbish disposal									
		No rubbish disposal	1,740	1,740	1,740	1,816	1,816	1,816	1,892	1,969	1,969
		Below Minimum Service Level sub-total	9,300	9,300	9,300	9,376	9,376	9,376	9,452	9,529	9,529
		Total number of households	**64,100**	**64,100**	**64,100**	**64,176**	**64,176**	**64,176**	**64,252**	**64,329**	**64,329**

Detail of Free Basic Services (FBS) provided			2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Electricity	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (50 kwh per indigent household per month Rands)**	–	–	11,245,548	12,023,149	12,023,149	12,023,149	12,023,149	13,518,107	15,309,488
		Number of HH receiving this type of FBS	–	–	9,514	15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)	–	–	4,682,671	4,625,760	4,625,760	4,625,760	9,312,256	1,010,675	10,533,232
		Number of HH receiving this type of FBS	–	–	4,774	8,431	8,431	8,431	8,459	8,459	8,459
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	9,705,174	11,664,953	–	63,569,322	63,569,322	63,569,322	30,965,880	33,288,321	35,025,971
		Number of HH receiving this type of FBS	13,870	13,518	–	23,431	23,431	23,431	23,459	25,959	26,959
		Total cost of FBS - Electricity for informal settlements	9,705,174	11,664,953	4,682,671	68,195,082	68,195,082	68,195,082	40,278,136	34,298,996	45,559,203
Water	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (6 kilolitre per indigent household per month Rands)**	–	–	6,052,122	8,125,115	8,125,115	8,125,115	8,125,115	10,497,928	11,856,900
		Number of HH receiving this type of FBS	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)	–	–	–	3,325,119	3,325,119	3,325,119	3,526,641	3,736,124	4,006,619
		Number of HH receiving this type of FBS	–	–	–	8,941	8,941	8,941	8,941	8,941	8,941
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	4,413,355	5,129,270							
		Number of HH receiving this type of FBS	13,870	13,518							
		Total cost of FBS - Water for informal settlements	4,413,355	5,129,270	–	3,325,119	3,325,119	3,325,119	3,526,641	3,736,124	4,006,619
Sanitation	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (free sanitation service to indigent households)**									
		Number of HH receiving this type of FBS	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)	–	–	18,698,908	19,850,026	19,850,026	19,850,026	24,635,991	27,448,312	28,991,843
		Number of HH receiving this type of FBS	–	–	12,288	12,261	12,261	12,261	14,288	15,002	15,753
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	19,195,628	17,621,780							
		Number of HH receiving this type of FBS	13,870	13,518							
		Total cost of FBS - Sanitation for informal settlements	19,195,628	17,621,780	18,698,908	19,850,026	19,850,026	19,850,026	24,635,991	27,448,312	28,991,843
Refuse Removal	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (removed once a week to indigent households)**	–	–	11,503,629	15,000,000	12,000,000	12,000,000	15,000,000	15,900,000	16,854,000
		Number of HH receiving this type of FBS	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)	–	–	13,349,820	18,227,436	18,227,436	18,227,436	17,586,913	19,594,547	20,696,429
		Number of HH receiving this type of FBS	–	–	12,288	15,771	15,771	15,771	14,288	15,002	15,753
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	13,695,618	12,573,448	–	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
		Number of HH receiving this type of FBS	13,870	13,518							
		Total cost of FBS - Refuse Removal for informal settlements	13,695,618	12,573,448	13,349,820	24,227,436	24,227,436	24,227,436	23,586,913	25,594,547	26,696,429

References

1. Monthly household income threshold. Should include all sources of income.

2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services

3. Include total of all housing units within the municipality

4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province

5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality

6. Insert actual or estimated % increases assumed as a basis for budget calculations

7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group

8. Stand distance <= 200m from dwelling

9. Stand distance > 200m from dwelling

10. Borehole, spring, rain-water tank etc.

11. Must agree to total number of households in municipal area

12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire

13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

NC091 Sol Plaatje Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	259,277	245,734	135,240	184,406	115,263	115,263	–	202,090	382,818	380,337
Cash + investments at the yr end less applications - R'000	18(1)b	2	595,572	698,097	681,993	449,787	713,596	713,596	(88,118)	1,145,712	1,329,747	1,294,251
Cash year end/monthly employee/supplier payments	18(1)b	3	2.2	2.1	1.0	1.3	0.8	0.8	–	1.3	2.3	2.2
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	235,873	258,866	220,357	292,046	176,114	176,114	179,742	166,687	163,029	178,999
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(5.1%)	(5.6%)	10.8%	(11.6%)	(6.0%)	(6.0%)	6.5%	1.4%	0.5%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	70.2%	66.8%	65.2%	78.8%	75.1%	75.1%	0.0%	87.5%	87.9%	84.9%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	11.5%	13.5%	17.0%	13.8%	13.3%	13.3%	13.3%	12.9%	12.8%	13.0%
Capital payments % of capital expenditure	18(1)c;19	8	100.0%	100.0%	100.0%	99.8%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								100.5%	100.3%	100.1%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	23.8%	21.8%	(45.3%)	66.6%	0.0%	0.0%	16.2%	0.2%	2.9%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	353.9%	31.5%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	9.4%	8.3%	9.8%	13.2%	13.1%	13.1%	13.9%	14.0%	14.7%	15.3%
Asset renewal % of capital budget	20(1)(vi)	14	60.9%	65.6%	52.4%	13.5%	45.4%	45.4%	0.0%	12.5%	28.3%	32.0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2

2. Deduct cash and investment applications (defined) from cash balances

3. Indicative of sufficient liquidity to meet average monthly operating payments

4. Indicative of funded operational requirements

5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

6. Realistic average cash collection forecasts as % of annual billed revenue

7. Realistic average increase in debt impairment (doubtful debt) provision

8. Indicative of planned capital expenditure level & cash payment timing

9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing

10. Substantiation of National/Province allocations included in budget

11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection

14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Supporting indicators												
% incr *total service charges (incl prop rates)*	18(1)a			0.9%	0.4%	16.8%	(5.6%)	0.0%	0.0%	12.5%	7.4%	6.5%
% incr Property Tax	18(1)a			(6.0%)	8.2%	9.9%	0.0%	0.0%	0.0%	6.9%	8.2%	7.8%
% incr Service charges - electricity revenue	18(1)a			(0.2%)	(1.6%)	24.5%	(15.1%)	0.0%	0.0%	23.5%	7.5%	5.2%
% incr Service charges - water revenue	18(1)a			5.9%	(3.9%)	18.0%	0.0%	0.0%	0.0%	6.7%	5.9%	7.2%
% incr Service charges - sanitation revenue	18(1)a			(2.0%)	(9.5%)	2.8%	7.8%	0.0%	0.0%	1.0%	6.1%	6.7%
% incr Service charges - refuse revenue	18(1)a			(2.5%)	(12.7%)	5.2%	26.9%	0.0%	0.0%	(10.8%)	6.3%	5.9%
% incr in Service charges - other	18(1)a			(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total billable revenue	18(1)a		1,393,604	1,406,133	1,411,814	1,648,820	1,556,620	1,556,620	1,556,620	1,751,638	1,880,874	2,002,758
Service charges			1,393,604	1,406,133	1,411,814	1,648,820	1,556,620	1,556,620	1,556,620	1,751,638	1,880,874	2,002,758
Property rates			484,397	455,092	492,400	541,312	541,312	541,312	541,312	578,654	625,994	674,739
Service charges - electricity revenue			595,477	594,267	584,943	727,992	617,992	617,992	617,992	763,527	820,800	863,653
Service charges - water revenue			223,280	236,344	227,138	268,108	268,108	268,108	268,108	286,042	302,997	324,944
Service charges - sanitation revenue			69,998	68,610	62,104	63,813	68,813	68,813	68,813	69,517	73,766	78,731
Service charges - refuse removal			53,149	51,820	45,229	47,595	60,395	60,395	60,395	53,898	57,317	60,690
Service charges - other			(32,696)	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment			9,839	10,025	10,566	11,257	11,257	11,257	11,257	11,810	12,307	12,983
Capital expenditure excluding capital grant funding			39,923	30,168	47,424	50,446	37,552	37,552	37,552	27,000	27,000	41,000
Cash receipts from ratepayers	18(1)a		1,092,509	1,069,981	1,079,267	1,453,172	1,323,851	1,323,851	–	1,713,610	1,831,242	1,872,493
Ratepayer & Other revenue	18(1)a		1,555,561	1,602,104	1,654,373	1,844,965	1,763,765	1,763,765	1,763,765	1,958,103	2,083,512	2,205,583
Change in consumer debtors (current and non-current)			277,559	212,692	237,344	(605,123)	(127,205)	(127,205)	(127,205)	671,097	3,072	40,674
Operating and Capital Grant Revenue	18(1)a		275,943	254,860	375,513	473,937	388,290	388,290	388,290	387,794	377,523	408,953
Capital expenditure - total	20(1)(vi)		151,651	119,691	250,457	333,241	231,113	231,113	231,113	184,285	180,497	209,266
Capital expenditure - renewal	20(1)(vi)		92,348	78,479	131,330	45,048	104,979	104,979		23,000	51,000	67,000
Supporting benchmarks												
Growth guideline maximum			6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline			4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DoRA operating grants total MFY										200,959	214,741	231,902
DoRA capital grants total MFY										157,285	153,497	168,266
Provincial operating grants										27,800	8,286	8,285
Provincial capital grants												
District Municipality grants												
Total gazetted/advised national, provincial and district grants										386,044	376,524	408,453
Average annual collection rate (arrears inclusive)												
DoRA operating												
Fmg										1,700	1,700	1,700
Isdg										6,500	8,000	7,500
Equitable Share										189,151	205,041	222,702
Epwp										3,608	–	–
										200,959	**214,741**	**231,902**
DoRA capital												
Ndpg										40,000	40,000	40,000

Inep										30,998	16,000	15,880
Wsig										30,000	40,000	50,000
Eedsm										5,000	5,000	6,000
Iudg										51,287	52,497	56,386
										157,285	**153,497**	**168,266**
Trend												
Change in consumer debtors (current and non-current)			277,559	212,692	237,344	(127,205)	671,097	3,072	40,674	–	–	–
Total Operating Revenue			1,742,557	1,791,676	1,845,554	2,053,839	1,983,495	1,983,495	1,983,495	2,203,612	2,328,538	2,468,270
Total Operating Expenditure			1,618,672	1,622,333	1,832,791	2,046,856	2,000,941	2,000,941	1,997,314	2,194,210	2,319,006	2,457,537
Operating Performance Surplus/(Deficit)			123,885	169,344	12,763	6,983	(17,447)	(17,447)	(13,819)	9,402	9,532	10,733
Cash and Cash Equivalents (30 June 2012)										202,090		
Revenue												
% Increase in Total Operating Revenue				2.8%	3.0%	11.3%	(3.4%)	0.0%	0.0%	11.1%	5.7%	6.0%
% Increase in Property Rates Revenue				(6.0%)	8.2%	9.9%	0.0%	0.0%	0.0%	6.9%	8.2%	7.8%
% Increase in Electricity Revenue				(0.2%)	(1.6%)	24.5%	(15.1%)	0.0%	0.0%	23.5%	7.5%	5.2%
% Increase in Property Rates & Services Charges				0.9%	0.4%	16.8%	(5.6%)	0.0%	0.0%	12.5%	7.4%	6.5%
Expenditure												
% Increase in Total Operating Expenditure				0.2%	13.0%	11.7%	(2.2%)	0.0%	(0.2%)	9.7%	5.7%	6.0%
% Increase in Employee Costs				(5.9%)	14.1%	10.7%	(2.5%)	0.0%	0.0%	10.4%	6.1%	5.6%
% Increase in Electricity Bulk Purchases				9.0%	(0.3%)	9.7%	1.9%	0.0%	0.0%	10.4%	8.1%	5.2%
Average Cost Per Budgeted Employee Position (Remuneration)					358818.8479	271871.0057				292475.5854		
Average Cost Per Councillor (Remuneration)					437067.0506	451312.4462				488504.3538		
R&M % of PPE			9.4%	8.3%	9.8%	13.2%	13.1%	13.1%		14.0%	14.7%	15.3%
Asset Renewal and R&M as a % of PPE			14.0%	12.0%	23.0%	24.0%	19.0%	19.0%		17.0%	19.0%	20.0%
Debt Impairment % of Total Billable Revenue			11.5%	13.5%	17.0%	13.8%	13.3%	13.3%	13.3%	12.9%	12.8%	13.0%
Capital Revenue												
Internally Funded & Other (R'000)			39,922	30,168	47,423	50,446	37,552	37,552	37,552	27,000	27,000	41,000
Borrowing (R'000)			–	–	–	–	–	–	–	–	–	–
Grant Funding and Other (R'000)			111,728	89,523	203,033	282,795	193,560	193,560	193,560	157,285	153,497	168,266
Internally Generated funds % of Non Grant Funding			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing % of Non Grant Funding			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding			73.7%	74.8%	81.1%	84.9%	83.8%	83.8%	83.8%	85.3%	85.0%	80.4%
Capital Expenditure												
Total Capital Programme (R'000)			151,651	119,691	250,457	333,241	231,113	231,113	231,113	184,285	180,497	209,266
Asset Renewal			92,348	78,479	269,523	249,634	153,323	153,323	153,323	99,436	130,950	138,000
Asset Renewal % of Total Capital Expenditure			60.9%	65.6%	107.6%	74.9%	66.3%	66.3%	66.3%	54.0%	72.5%	65.9%
Cash												
Cash Coverage Ratio			0	0	0	0	0	0	–	0	0	0
Borrowing												
Credit Rating (2009/10)										Baa1.za		
Capital Charges to Operating			2.5%	2.2%	1.9%	1.7%	1.8%	1.8%	1.3%	1.5%	1.4%	1.3%
Borrowing Receipts % of Capital Expenditure			0.0%	0.0%	13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves												
Surplus/(Deficit)			595,572	698,097	681,993	449,787	713,596	713,596	(88,118)	1,145,712	1,329,747	1,294,251
Free Basic Services as a % of Equitable Share			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%
Free Services as a % of Operating Revenue (excl operational transfers)			0.0%	0.0%	1.6%	1.7%	1.5%	1.5%		1.6%	1.6%	1.6%
High Level Outcome of Funding Compliance												
Total Operating Revenue			1,742,557	1,791,676	1,845,554	2,053,839	1,983,495	1,983,495	1,983,495	2,203,612	2,328,538	2,468,270
Total Operating Expenditure			1,618,672	1,622,333	1,832,791	2,046,856	2,000,941	2,000,941	1,997,314	2,194,210	2,319,006	2,457,537
Surplus/(Deficit) Budgeted Operating Statement			123,885	169,344	12,763	6,983	(17,447)	(17,447)	(13,819)	9,402	9,532	10,733
Surplus/(Deficit) Considering Reserves and Cash Backing			595,572	698,097	681,993	449,787	713,596	713,596	(88,118)	1,145,712	1,329,747	1,294,251
MTREF Funded (1) / Unfunded (0)		15	1	1	1	1	1	1	0	1	1	1
MTREF Funded ✓ / Unfunded ✖		15	✓	✓	✓	✓	✓	✓	✖	✓	✓	✓

References

15. Subject to figures provided in Schedule.

NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Valuation:	1									
Date of valuation:		2015-01-01	2015-01-01	2015-01-01	2015-01-01					
Financial year valuation used		**2015**	**2016**	**2017**	**2018**			**2019**		
Municipal by-laws s6 in place? (Y/N)	2	Yes	Yes	Yes	Yes			Yes		
Municipal/assistant valuer appointed? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Municipal partnership s38 used? (Y/N)		No	No	No	No	No	No	No	No	No
No. of assistant valuers (FTE)	3	**1**	**1**	**1**	1	**1**	**1**	1	**2**	**2**
No. of data collectors (FTE)	3	2	6	6	6	6	6	6	6	6
No. of internal valuers (FTE)	3	–	2	2	2	2	2	2	3	3
No. of external valuers (FTE)	3	1	1	1	1	1	1	1	1	1
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Implementation time of new valuation roll (mths)		48	36	24	12			–		
No. of properties	5	53,000	–	54,376	55,298	55,298	55,298	58,065	60,968	64,017
No. of sectional title values	5	1,138	–	1,012	1,142	1,142	1,142	1,199	1,259	1,322
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations		500	–	1,703	933	933	933	980	1,029	2,000
No. of valuation roll amendments		–	–	1,703	933	933	933	2,000	2,000	2,000
No. of objections by rate payers		–	–	46	11	11	11	300	20	25
No. of appeals by rate payers		–	–	16	–	–	–	20	1	1
No. of successful objections	8	–	–	13	2	2	2	158	10	15
No. of successful objections > 10%	8	–	–	9	–	–	–	50	8	8
Supplementary valuation		1	1	1	1	1	1	1	1	1
Public service infrastructure value (Rm)	5	31	–	75	75	75	75	160	160	160
Municipality owned property value (Rm)		1,087	–	1,356	1,097	1,097	1,097	1,127	1,127	1,127
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)		593	–	715	714	714	714	750	788	827
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		**593**	**–**	**715**	**714**	**714**	**714**	**750**	**788**	**827**
Total value used for rating (Rm)	5	22,479	26,269	28,962	29,132	29,132	29,132	30,589	32,118	33,724
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5	24,135	29,486	29,676	29,847	29,847	29,847	31,339	32,906	34,551
Rating:										
Residential rate used to determine rate for other categories? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Differential rates used? (Y/N)	5	Yes	Yes	Yes	Yes			Yes		
Limit on annual rate increase (s20)? (Y/N)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Special rating area used? (Y/N)		No	No	No	No			No		
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Fixed amount minimum value (R'000)		–	–	–	–			–		
Non-residential prescribed ratio s19? (%)		0.0%	0.0%	0.0%	0.0%			0.0%		
Rate revenue:										
Rate revenue budget (R '000)	6	423,808	486,708	511,595	545,000	545,000	545,000	578,654	625,994	674,739
Rate revenue expected to collect (R'000)	6	381,427	438,037	460,436	463,250	463,250	463,250	520,789	563,394	607,265
Expected cash collection rate (%)		90.0%	90.0%	90.0%	85.0%	85.0%	85.0%	90.0%	90.0%	90.0%
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)		–	2,095	2,559	2,715	2,715	2,715	2,850	2,993	3,142
Rebates, exemptions - bona fide farm. (R'000)		–	2,354	2,473	2,532	2,532	2,532	2,659	2,791	2,931
Rebates, exemptions - other (R'000)		–	4,099	13,629	14,402	14,402	14,402	15,122	15,878	16,672
Phase-in reductions/discounts (R'000)										
Total rebates,exemptns,reductns,discs (R'000)		**–**	**8,548**	**18,661**	**19,648**	**19,648**	**19,648**	**20,631**	**21,662**	**22,745**

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand

2. To give effect to rates policy

3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff

4. Required to implement new system (FTE)

5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12

6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

7. Included in rate revenue budget

8. In favour of the rate-payer

NC091 Sol Plaatje - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Current Year 2018/19																	
Valuation:																	
No. of properties		47,934	174	1,804	493	373	3,535	182	–	–	–	–	–	–	–	787	16
No. of sectional title property values		1,055	2	53	–	30	2	–	–	–	–	–	–	–	–	–	–
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations		657	1	59	8	–	193	1	–	–	–	–	–	–	–	12	2
Supplementary valuation (Rm)		218,273,200	600,000	93,343,000	46,847,900	–	45,730,000	391,000	–	–	–	–	–	–	–	8,053,800	37,560,000
No. of valuation roll amendments		657	1	59	8	–	193	1	–	–	–	–	–	–	–	12	2
No. of objections by rate-payers		9	–	2	–	–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5	1	–	1	–	–	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation **(select)**		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Frequency of valuation **(select)**		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Method of valuation used **(select)**		Market	Market	Market	Market	Market	Market	Market	Dep. Replace	Dep. Replace	Dep. Replace	Dep. Replace	Dep. Replace	Dep. Replace	Dep. Replace	Market	Market
Base of valuation **(select)**		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Flat rate used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)		714	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6	16,346	481	4,960	1,908	3,032	1,097	75	–	–	–	–	–	–	–	1,119	113
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6	**17,060**	**481**	**4,960**	**1,908**	**3,032**	**1,097**	**75**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1,119**	**113**
Rating:																	
Average rate	3	0.027013	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		545,000	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue expected to collect (R'000)		463,250	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Expected cash collection rate (%)	4	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)		2,715	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	2,532	–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		8,337	1,721	4,343	–	–	–	–	–	–	–	–	–	–	–	–	–
Phase-in reductions/discounts (R'000)																	
Total rebates,exemptns,reductns,discs (R'000)																	

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Budget Year 2019/20																	
Valuation:																	
No. of properties		50,331	183	1,894	518	392	3,712	191	–	–	–	–	–	–	–	826	17
No. of sectional title property values		1,108	2	56	–	32	2	–	–	–	–	–	–	–	–	–	–
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations		690	1	62	8	–	203	1	–	–	–	–	–	–	–	13	2
Supplementary valuation (Rm)		229,186,860	630,000	98,010,150	49,190,295	–	48,016,500	410,550	–	–	–	–	–	–	–	8,456,490	39,438,000
No. of valuation roll amendments		690	1	62	8	–	203	1	–	–	–	–	–	–	–	13	2
No. of objections by rate-payers		220	10	25	20	20	5	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers		10	1	3	2	2	2	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		10	1	3	2	2	2	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	120	5	12	10	10	1	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	34	3	5	5	2	1	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued																	
Years since last valuation **(select)**		<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1
Frequency of valuation **(select)**		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Method of valuation used **(select)**		Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market
Base of valuation **(select)**		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Flat rate used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)		750	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6	17,163	505	5,208	2,004	3,183	1,152	79	–	–	–	–	–	–	–	1,175	119
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6	**17,913**	**505**	**5,208**	**2,004**	**3,183**	**1,152**	**79**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1,175**	**119**
Rating:																	
Average rate	3	0.016604	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		578,654	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue expected to collect (R'000)		520,789	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Expected cash collection rate (%)	4	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)		2,850	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	2,659	–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		8,754	1,807	4,560	–	–	–	–	–	–	–	–	–	–	–	–	–
Phase-in reductions/discounts (R'000)																	
Total rebates,exemptns,reductns,discs (R'000)																	

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Property rates *(rate in the Rand)*	1								
Residential properties		Residential	0.0093	0.0097	0.0102	0.0108	0.0098	0.0107	0.0110
Farm properties - used		Agricultural farms	0.0019	0.0024	0.0026	0.0027	0.0024	0.0027	0.0028
Farm properties - not used		Agricultural business	0.0023	0.0024	0.0026	0.0027	0.0024	0.0027	0.0028
Industrial properties		Industrial	0.0326	0.0310	0.0327	0.0347	0.0312	0.0343	0.0353
Business and commercial properties		Business/Residentail	0.0275	0.0286	0.0303	0.0321	0.0293	0.0333	0.0342
State-owned properties		State/Public schools	0.0689	0.0678	0.0715	0.0758	0.0585	0.0537	0.0497
Exemptions, reductions and rebates *(Rands)*									
Residential properties									
R15 000 threshhold rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water tariffs									
Domestic									
Water usage - life line tariff		Residential (0-6kl)	5.07	5.00	5.56	5.94	6.30	6.67	7.15
Water usage - Block 1 (c/kl)		Residential (7-20kl)	21.55	22.00	23.65	25.25	26.77	28.36	30.41
Water usage - Block 2 (c/kl)		Residential (21-40kl)	24.26	25.00	26.61	28.43	30.13	31.92	34.23
Water usage - Block 3 (c/kl)		Residential (41-60kl)	25.65	27.00	28.14	30.06	31.87	33.75	36.20
Water usage - Block 4 (c/kl)		Residential (more than 60kl)	27.41	29.00	30.07	32.12	34.05	36.07	38.68
Waste water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*		Basic charge	132.31	138.00	145.17	155.15	165.24	175.34	187.14
Electricity tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*			-	-	-	260.00	-	-	-
Meter - IBT Block 1 (c/kwh)		Block 1 (0-50Kwh)	1.34	1.00	1.45	1.05	1.67	1.79	1.91
Meter - IBT Block 2 (c/kwh)		Block 2 (51-350Kwh)	1.83	2.00	1.99	1.35	2.33	2.49	2.67
Meter - IBT Block 3 (c/kwh)		Block 3 (351-600Kwh)	1.98	2.00	2.16	1.90	-	-	-
Meter - IBT Block 4 (c/kwh)		Block 4 (> 600Kwh)	2.10	2.00	2.29	2.24	-	-	-
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		Block 1 (0-50Kwh)	1.34	1.00	1.45	1.05	1.67	1.79	1.91
Prepaid - IBT Block 2 (c/kwh)		Block 2 (51-350Kwh)	1.83	2.00	1.99	1.35	2.33	2.49	2.67
Prepaid - IBT Block 3 (c/kwh)		Block 3 (351-600Kwh)	1.98	2.00	2.16	1.90	-	-	-
Prepaid - IBT Block 4 (c/kwh)		Block 4 (>600Kwh)	2.10	2.00	2.29	2.24	-	-	-
Waste management tariffs									
Domestic									
Basic charge/fixed fee		Basic charge	94.40	98.00	103.58	110.76	117.96	125.16	133.59

References

1. If properties are not rated or zero rated this must be indicated as such

2.Please provide detailed descriptions on Sheet SA13b

NC091 Sol Plaatje - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Exemptions, reductions and rebates *(Rands)*									
Residential Properties		standard rebate	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water tariffs									
Water Usage - Life Line Tariff		Residential (0-6kl)	5.07	5.27	6.00	6.00	6.00	7.00	7.00
Water Usage - Block 1 (C/Kl)		Residential (7-20kl)	21.55	22.41	24.00	25.00	27.00	28.00	30.00
Water Usage - Block 2 (C/Kl)		Residential (21-40kl)	24.26	25.23	27.00	28.00	30.00	32.00	34.00
Water Usage - Block 3 (C/Kl)		Residential (41-60kl)	25.65	26.68	28.00	30.00	32.00	34.00	36.00
Water Usage - Block 4 (C/Kl)		Residential (more than 60kl)	27.41	28.50	30.00	32.00	34.00	36.00	39.00
Waste water tariffs									
Basic Charge		Basic charge	132.31	137.60	145.00	155.00	165.00	175.00	187.00
Electricity tariffs									
Domestic Basic Charge			-	-	-	260.00	-	-	-
Meter - Ibt Block 1 (C/Kwh)		Block 1 (0-50 Kwh)	1.34	1.44	-	-	1.67	1.79	1.91
Meter - Ibt Block 2 (C/Kwh)		Block 2 (51-350Kwh)	1.83	1.97	-	-	2.33	2.49	2.67
Meter - Ibt Block 3 (C/Kwh)		Block 3 (351-600Kwh) (Block	1.98	2.13	2.16	1.90	1.67	1.79	1.91
Meter - Ibt Block 4 (C/Kwh)		Block 4 (> 600 Kwh) (Block 2:	2.10	2.26	2.29	2.24	2.33	2.49	2.67

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
Rand/cent		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20 % incr.	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		478.56	497.72	525.10	556.60	556.60	556.60	(10.0%)	501.01	541.99	584.21
Electricity: Basic levy		–	–	–	226.09	226.09	226.09	(100.0%)	–	–	–
Electricity: Consumption		1,715.09	1,843.70	1,862.57	1,591.45	1,591.45	1,591.45	23.6%	2,094.95	2,247.45	2,406.55
Water: Basic levy											
Water: Consumption		453.73	471.84	497.81	527.04	527.04	527.04	6.0%	558.69	591.82	634.67
Sanitation		104.46	108.63	114.61	121.42	121.42	121.42	6.5%	129.32	137.22	146.45
Refuse removal		74.53	77.51	81.77	86.68	86.68	86.68	6.5%	92.32	98.17	103.95
Other											
sub-total		**2,826.37**	**2,999.40**	**3,081.86**	**3,109.28**	**3,109.28**	**3,109.28**	**8.6%**	**3,376.29**	**3,616.65**	**3,875.83**
VAT on Services		328.69	350.23	360.16	382.90	348.99	348.99		428.52	458.92	485.07
Total large household bill:		**3,155.06**	**3,349.63**	**3,442.02**	**3,492.18**	**3,458.27**	**3,458.27**	**9.0%**	**3,804.81**	**4,075.57**	**4,360.90**
% increase/-decrease			**6.2%**	**2.8%**	**1.5%**	**(1.0%)**	**–**		**10.0%**	**7.1%**	**7.0%**
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		338.83	352.40	371.79	394.09	394.09	394.09	(10.0%)	354.73	383.75	413.64
Electricity: Basic levy		–	–	–	226.09	226.09	226.09	(100.0%)	–	–	–
Electricity: Consumption		802.48	862.67	878.89	646.58	646.58	646.58	41.0%	932.15	1,000.00	1,070.80
Water: Basic levy											
Water: Consumption		357.96	372.24	392.77	415.79	415.79	415.79	6.0%	440.79	473.41	507.26
Sanitation		104.46	108.63	114.61	121.42	121.42	121.42	6.5%	129.32	137.22	146.45
Refuse removal		74.53	77.51	81.77	86.68	86.68	86.68	6.5%	92.32	98.17	103.95
Other											
sub-total		**1,678.26**	**1,773.45**	**1,839.83**	**1,890.65**	**1,890.65**	**1,890.65**	**3.1%**	**1,949.31**	**2,092.55**	**2,242.10**
VAT on Services		187.52	198.95	205.53	224.48	190.57	190.57		236.09	253.30	268.30
Total small household bill:		**1,865.78**	**1,972.40**	**2,045.36**	**2,115.13**	**2,081.22**	**2,081.22**	**3.3%**	**2,185.40**	**2,345.85**	**2,510.40**
% increase/-decrease			**5.7%**	**3.7%**	**3.4%**	**(1.6%)**	**–**		**5.0%**	**7.3%**	**7.0%**
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		199.11	207.08	218.47	231.58	231.58	231.58	(10.0%)	208.45	225.50	243.70
Electricity: Basic levy											
Electricity: Consumption		402.24	432.41	440.54	293.89	293.89	293.89	31.9%	499.98	537.48	565.44
Water: Basic levy											
Water: Consumption		238.18	247.69	261.39	276.65	276.65	276.65	6.0%	293.31	315.01	337.53
Sanitation											
Refuse removal											
Other											
sub-total		**839.53**	**887.18**	**920.40**	**802.12**	**802.12**	**802.12**	**24.9%**	**1,001.74**	**1,077.99**	**1,146.67**
VAT on Services		89.66	95.22	98.27	85.58	85.58	85.58		102.12	109.74	116.38
Total small household bill:		**929.19**	**982.40**	**1,018.67**	**887.70**	**887.70**	**887.70**	**24.4%**	**1,103.86**	**1,187.73**	**1,263.05**
% increase/-decrease			**5.7%**	**3.7%**	**(12.9%)**	**–**	**–**		**24.4%**	**7.6%**	**6.3%**

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water

2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water

3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		259,276	245,735	81,460	183,584	115,264	133,592	202,093	382,843	380,736
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Consolidated total:		**259,276**	**245,735**	**81,460**	**183,584**	**115,264**	**133,592**	**202,093**	**382,843**	**380,736**

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref 1	Period of Investment Yrs/Months	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate [3]	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Parent municipality														
Standard Bank 048466271-073		6 months	Notice	Yes	Fixed	8.50%	0		07 May 2019	20,973	879	–	–	**21,852**
Nedbank 9002324052		6 months	Notice	Yes	Fixed	8.06%	0		06 June 2019	10,000	397	–	–	**10,397**
Absa Bank 20-7291-5615		6 months	Notice	Yes	Fixed	8.02%	0		06 June 2019	10,000	396	–	–	**10,396**
Investec Bank Jb 9778751		6 months	Notice	Yes	Fixed	7.95%	0		06 June 2019	10,000	392	–	–	**10,392**
Absa Bank 20-6295-4443		12 months	Fixed	Yes	Fixed	8.10%	0		26 June 2019	2,993	247	–	62	**3,302**
Absa Bank 20-78146864		5 months	Fixed	Yes	Fixed	7.54%	0		26 June 2019	2,322	61	–	–	**2,383**
First Rand,Nedbank,S'Dard,Investec		12 months	Call a/c	Yes	Variable	6.30%	0		30 June 2020	44,950	222	(59,100)	57,000	**43,072**
TOTAL INVESTMENTS AND INTEREST	1									**101,238**		**(59,100)**	**57,062**	**101,794**

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)

2. List investments in expiry date order

3. If 'variable' is selected in column F, input interest rate range

4. Withdrawals to be entered as negative

check

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality										
Annuity and Bullet Loans		218,675	210,435	204,226	191,934	191,934	191,934	172,417	144,219	115,626
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	**218,675**	**210,435**	**204,226**	**191,934**	**191,934**	**191,934**	**172,417**	**144,219**	**115,626**
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Borrowing	1	**218,675**	**210,435**	**204,226**	**191,934**	**191,934**	**191,934**	**172,417**	**144,219**	**115,626**
References										
1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)										
check borrowing balance		–	–	–	9,399	9,399	9,399	–	–	–

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**154,635**	**152,932**	**160,973**	**181,074**	**183,202**	**183,202**	**202,709**	**215,741**	**232,402**
Local Government Equitable Share										
Equitable Share		143,335	144,171	150,982	172,437	171,424	171,424	189,151	205,041	222,702
Expanded Public Works Programme Integrated Gra		4,984	5,574	4,762	3,137	3,137	3,137	3,608	–	–
Infrastructure Skills Development Grant [Schedule 5		3,786	1,562	1,492	3,800	6,941	6,941	6,500	8,000	7,500
Local Government Financial Management Grant [S		1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Disaster Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	2,037	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		930	–	–	–	–	–	1,750	1,000	500
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	–	–	–
Provincial Disaster Recovery Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Provincial Government:		**6,609**	**8,006**	**7,599**	**7,800**	**10,078**	**10,078**	**27,800**	**8,285**	**8,285**
Capacity Building			–	–	–	–	–	–	–	–
Expanded Public Works Programme		–	–	599	–	515	515	–	–	–
Health		–	–	–	–	750	750	–	–	–
Libraries; Archives and Museums		6,609	8,006	7,000	7,800	8,813	8,813	–	–	–
Specify (Add grant description)		–	–	–	–	–	–	27,800	8,285	8,285
District Municipality:		**1,599**	**2,816**	**3,908**	**–**	**1,450**	**1,450**	**–**	**–**	**–**
14/15: AWARENESS PROGRAMMES		1,599	2,816	3,908	–	–	–	–	–	–
Finance and Admin		–	–	–	–	1,450	1,450	–	–	–
IT Related Projects		–	–	–	–	–	–	–	–	–
Public Safety		–	–	–	–	–	–	–	–	–
Other grant providers:		**1,372**	**1,583**	**–**	**2,268**	**–**	**–**	**–**	**–**	**–**
MIG ops		1,372	1,413		2,268					
Other grant providers:			170							
Total Operating Transfers and Grants	5	**164,215**	**165,337**	**172,480**	**191,142**	**194,729**	**194,729**	**230,509**	**224,026**	**240,687**
Capital Transfers and Grants										
National Government:		**94,188**	**79,416**	**200,676**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
Infrastructure Skills Development Grant [Schedule 5B]		–	–					–	–	–
Integrated National Electrification Programme		7,000	7,400	32,000	29,997	29,997	29,997	35,998	21,000	21,880
Municipal Infrastructure Grant		48,329	37,079	34,663	46,548	54,619	54,619	51,287	52,497	56,386
Municipal Water Infrastructure Grant		5,000	3,000	10,150		–	–	–	–	–
Neighbourhood Development Partnership Grant			25,000	97,537	171,699	58,000	58,000	40,000	40,000	40,000
Regional Bulk Infrastructure Grant		33,859	6,937	26,326	10,551	15,494	15,494	–	–	–
Water Services Infrastructure Grant		–	–	–	17,000	28,450	28,450	30,000	40,000	50,000
EDSM					7,000	7,000	7,000			
Provincial Government:		**12,122**	**5,106**	**2,357**	**–**	**–**	**–**	**–**	**–**	**–**
Capacity Building		–	–	2,357				–	–	–
Libraries; Archives and Museums		–	–	–	–	–	–	–	–	–
Department of Water Affairs										
COGHSTA		3,596								
DSAC		1,846								
DHLG (GURP)		6,679	5,106							
District Municipality:		**5,419**	**5,000**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Frances Baard District Municipality		5,419	5,000							
Other grant providers:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Transfers and Grants	5	**111,728**	**89,523**	**203,033**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**275,943**	**254,860**	**375,513**	**473,937**	**388,290**	**388,290**	**387,794**	**377,523**	**408,953**

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

NC091 Sol Plaatje - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		**154,635**	**152,932**	**160,973**	**183,342**	**183,202**	**183,202**	**202,709**	**215,741**	**232,402**
Local Government Equitable Share		143,335	144,171	150,982	172,437	171,424	171,424	189,151	205,041	222,702
Expanded Public Works Programme Integrated Grant for		4,984	5,574	4,762	3,137	3,137	3,137	3,608	–	–
Infrastructure Skills Development Grant [Schedule 5B]		3,786	1,562	1,492	3,800	6,941	6,941	6,500	8,000	7,500
Local Government Financial Management Grant [Schedu		1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Infrastructure Grant		–	–	2,037	2,268			–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		930	–	–	–	–	–	1,750	1,000	500
Provincial Government:		**6,609**	**8,006**	**7,599**	**7,800**	**8,813**	**8,813**	**27,800**	**8,285**	**8,285**
Libraries; Archives and Museums		–	8,006	7,000	7,800	8,813	8,813	7,800	8,285	8,285
Specify (Add grant description)		–	–	599	–	–	–	20,000		
DWA		6,609								
District Municipality:		**1,599**	**2,816**	**3,908**	**–**	**1,450**	**1,450**	**–**	**–**	**–**
Frances Baard District Municipality		1,599	2,816	3,908	–	1,450	1,450	–	–	–
Other grant providers:		**1,372**	**1,583**	**–**	**–**	**1,265**	**1,265**	**–**	**–**	**–**
MIG ops		1,372	1,413							
Other grant providers: Miscellaneous			170			1,265	1,265			
Total operating expenditure of Transfers and Grants:		**164,215**	**165,337**	**172,480**	**191,142**	**194,730**	**194,730**	**230,509**	**224,026**	**240,687**
Capital expenditure of Transfers and Grants										
National Government:		**94,188**	**79,416**	**200,676**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
Integrated National Electrification Programme		7,000	7,400	32,000	36,997	36,997	36,997	35,998	21,000	21,880
Municipal Infrastructure Grant		48,329	37,079	34,663	46,548	54,619	54,619	51,287	52,497	56,386
Municipal Water Infrastructure Grant		5,000	3,000	10,150	–	–	–	–	–	–
Neighbourhood Development Partnership Grant			25,000	97,537	171,699	58,000	58,000	40,000	40,000	40,000
Regional Bulk Infrastructure Grant		33,859	6,937	26,326	10,551	15,494	15,494	–	–	–
Water Services Infrastructure Grant		–	–	–	17,000	28,450	28,450	30,000	40,000	50,000
Provincial Government:		**12,122**	**5,106**	**2,357**	**–**	**–**	**–**	**–**	**–**	**–**
EDSM		–	–	2,357	–			–	–	–
Department of Water Affairs										
COGHSTA		3,596								
DSAC		1,846								
DHLG (GURP)		6,679	5,106							
District Municipality:		**5,419**	**5,000**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Frances Baard District Municipality		5,419	5,000							
Other grant providers:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total capital expenditure of Transfers and Grants		**111,728**	**89,523**	**203,033**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		**275,943**	**254,860**	**375,513**	**473,937**	**388,290**	**388,290**	**387,794**	**377,523**	**408,953**

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

NC091 Sol Plaatje - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		–	–		–	–	–	–	–	–
Current year receipts		154,635	152,932	160,973	181,074	183,202	183,202	202,709	215,741	232,402
Conditions met - transferred to revenue		**154,635**	**152,932**	**160,973**	**181,074**	**183,202**	**183,202**	**202,709**	**215,741**	**232,402**
Conditions still to be met - transferred to liabilities		–	–		–	–	–	–	–	–
Provincial Government:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		6,609	8,006	7,599	7,800	10,078	10,078	27,800	8,285	8,285
Conditions met - transferred to revenue		**6,609**	**8,006**	**7,599**	**7,800**	**10,078**	**10,078**	**27,800**	**8,285**	**8,285**
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		1,599	2,816	3,908	–	1,450	1,450	–	–	–
Conditions met - transferred to revenue		**1,599**	**2,816**	**3,908**	**–**	**1,450**	**1,450**	**–**	**–**	**–**
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		1,372	1,583	–	2,268	–	–	–	–	–
Conditions met - transferred to revenue		**1,372**	**1,583**	**–**		**–**	**–**	**–**	**–**	**–**
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Total operating transfers and grants revenue		**164,215**	**165,337**	**172,480**	**188,874**	**194,729**	**194,729**	**230,509**	**224,026**	**240,687**
Total operating transfers and grants - CTBM	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		94,188	79,416	200,676	282,795	193,560	193,560	157,285	153,497	168,266
Conditions met - transferred to revenue		**94,188**	**79,416**	**200,676**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
Conditions still to be met - transferred to liabilities		–	–		–	–	–	–	–	–
Provincial Government:										
Balance unspent at beginning of the year		–	–		–	–	–	–	–	–
Current year receipts		12,122	5,106	2,357				–	–	–
Conditions met - transferred to revenue		**12,122**	**5,106**	**2,357**				**–**	**–**	**–**
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts		5,419	5,000							
Conditions met - transferred to revenue		**5,419**	**5,000**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		–	–		–	–	–	–	–	–
Current year receipts		–	–		–	–	–	–	–	–
Conditions met - transferred to revenue		**–**	**–**		**–**	**–**	**–**	**–**	**–**	**–**
Conditions still to be met - transferred to liabilities		–	–		–	–	–	–	–	–
Total capital transfers and grants revenue		**111,728**	**89,523**	**203,033**	**282,795**	**193,560**	**193,560**	**157,285**	**153,497**	**168,266**
Total capital transfers and grants - CTBM	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL TRANSFERS AND GRANTS REVENUE		**275,943**	**254,860**	**375,513**	**471,669**	**388,290**	**388,290**	**387,794**	**377,523**	**408,953**
TOTAL TRANSFERS AND GRANTS - CTBM		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

References

1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance

2. CTBM = conditions to be met

3. National Treasury database will require this reconciliation for each transfer/grant

Check opex	(0)	–	–	–	–	–	–	–	–
Check capex	0	–	(1)	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Transfers to Organisations											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		2,124	2,500	2,730	3,000	2,000	2,000	–	2,500	2,500	2,500
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		1,381	2,484	2,720	2,500	2,500	2,500	1,498	2,500	2,500	2,500
Non-Prof:Oth Institut/Gariep		1,300	1,500	1,600	1,700	–	–	–	–	–	–
Non-Prof:Oth Institut/Sport Council		120	–	–	–	–	–	–	–	–	–
Non-Prof:Other Institutions/Spca		1,700	1,500	1,600	1,700	1,700	1,700	1,700	2,000	2,000	2,000
Total Cash Transfers To Organisations		**6,625**	**7,984**	**8,650**	**8,900**	**6,200**	**6,200**	**3,198**	**7,000**	**7,000**	**7,000**
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Housing - Individual Supp		–	–	539	600	600	600	100	500	530	559
Hh Ssp Soc Ass: Grant In Aid		–	–	136	170	170	170	45	170	180	190
Total Cash Transfers To Groups Of Individuals:		**–**	**–**	**675**	**770**	**770**	**770**	**145**	**670**	**710**	**749**
TOTAL CASH TRANSFERS AND GRANTS	6	**6,625**	**7,984**	**9,325**	**9,670**	**6,970**	**6,970**	**3,342**	**7,670**	**7,710**	**7,749**
TOTAL TRANSFERS AND GRANTS	6	**6,625**	**7,984**	**9,325**	**9,670**	**6,970**	**6,970**	**3,342**	**7,670**	**7,710**	**7,749**

References

1. Insert description listed by municipal name and demarcation code of recipient

2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)

3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)

4. Insert description of each other organisation (e.g. charity)

5 Insert description of each other organisation (e.g. the aged, child-headed households)

6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		14,913	17,220	–	–	–	–	–	–	–
Pension and UIF Contributions		609	609	947	–	–	–	–	–	–
Medical Aid Contributions		499	240	248	–	100	100	–	–	–
Motor Vehicle Allowance		3,541	5,232	–	–	–	–	–	–	–
Cellphone Allowance		1,387	1,710	2,883	1,960	1,960	1,960	3,088	3,289	3,486
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		–	–	24,332	27,375	27,625	27,625	28,665	30,528	32,360
Sub Total - Councillors		**20,948**	**25,011**	**28,409**	**29,335**	**29,685**	**29,685**	**31,753**	**33,817**	**35,846**
% increase	4		**19.4%**	**13.6%**	**3.3%**	**1.2%**	**–**	**7.0%**	**6.5%**	**6.0%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		6,391	4,741	7,121	7,469	7,469	7,469	8,307	8,800	9,278
Pension and UIF Contributions		1,087	846	936	1,206	1,206	1,206	932	987	1,040
Medical Aid Contributions		90	73	162	152	152	152	203	215	227
Overtime				–	–	–	–	–	–	–
Performance Bonus										
Motor Vehicle Allowance	3	1,725	1,056	1,632	1,720	1,720	1,720	1,876	1,987	2,094
Cellphone Allowance	3	196	134	168	202	202	202	202	214	225
Housing Allowances	3	17	19	30	36	36	36	49	52	55
Other benefits and allowances	3	12	–	15	67	67	67	105	112	117
Payments in lieu of leave		263	248	–	–	–	–	–	–	–
Long service awards		35	27	37	43	43	43	40	42	45
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Municipality		**9,816**	**7,145**	**10,100**	**10,897**	**10,897**	**10,897**	**11,714**	**12,407**	**13,080**
% increase	4		**(27.2%)**	**41.4%**	**7.9%**	**–**	**–**	**7.5%**	**5.9%**	**5.4%**
Other Municipal Staff										
Basic Salaries and Wages		321,634	316,912	333,228	380,416	371,930	371,930	413,084	438,010	462,246
Pension and UIF Contributions		45,631	53,296	55,658	65,353	65,353	65,353	71,691	76,008	80,292
Medical Aid Contributions		31,630	39,383	42,657	49,847	49,847	49,847	53,378	56,728	60,015
Overtime		27,574	33,685	48,725	28,630	28,730	28,730	31,567	33,468	35,343
Performance Bonus				26,376	29,437	29,437	29,437	32,316	34,263	36,194
Motor Vehicle Allowance	3	33,831	40,512	38,967	46,042	46,037	46,037	48,333	51,148	53,922
Cellphone Allowance	3	1,191	1,371	1,363	1,394	1,394	1,394	1,494	1,584	1,673
Housing Allowances	3	2,485	2,811	2,400	2,822	2,822	2,822	2,971	3,146	3,320
Other benefits and allowances	3	51,823	53,692	28,173	32,802	33,196	33,196	34,740	36,799	38,838
Payments in lieu of leave		11,016	16,440	14,428	14,000	7,000	7,000	15,000	16,125	17,173
Long service awards		9,509	11,434	12,387	15,904	15,901	15,901	17,317	18,358	19,391
Post-retirement benefit obligations	6	56,826	(10,084)	32,849	39,109	36,109	36,109	37,359	40,161	42,772
Sub Total - Other Municipal Staff		**593,150**	**559,453**	**637,209**	**705,755**	**687,755**	**687,755**	**759,252**	**805,798**	**851,178**
% increase	4		**(5.7%)**	**13.9%**	**10.8%**	**(2.6%)**	**–**	**10.4%**	**6.1%**	**5.6%**
Total Parent Municipality		**623,914**	**591,608**	**675,719**	**745,987**	**728,337**	**728,337**	**802,718**	**852,022**	**900,104**
			(5.2%)	**14.2%**	**10.4%**	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL SALARY, ALLOWANCES & BENEFITS		**623,914**	**591,608**	**675,719**	**745,987**	**728,337**	**728,337**	**802,718**	**852,022**	**900,104**
% increase	4		**(5.2%)**	**14.2%**	**10.4%**	**(2.4%)**	**–**	**10.2%**	**6.1%**	**5.6%**
TOTAL MANAGERS AND STAFF	5,7	**602,966**	**566,597**	**647,309**	**716,652**	**698,652**	**698,652**	**770,966**	**818,205**	**864,258**

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved

2. s57 of the Systems Act

3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance

4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D

5. Must agree to the sub-total appearing on Table A1 (Employee costs)

6. Includes pension payments and employer contributions to medical aid

7. Correct as at 30 June

Column Definitions:

A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited

D. The original budget approved by council for the budget year.

E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.

F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.

G. The amount to be appropriated for the budget year.

H and I. The indicative projection

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		–		909,267			909,267
Chief Whip			–	–	–			–
Executive Mayor			–	–	1,124,707			1,124,707
Deputy Executive Mayor			–	–	–			–
Executive Committee			–	–	8,554,062			8,554,062
Total for all other councillors			–	–	21,164,747			21,164,747
Total Councillors	8	–	–	–	**31,752,783**			**31,752,783**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			2,031,637	1,785	191,100			2,224,522
Chief Finance Officer			1,298,422	238,325	445,274			1,982,021
SM D01			1,339,455	225,770	360,465			1,925,690
SM D02			1,226,367	222,402	422,220			1,870,989
SM D03			1,205,803	254,290	418,731			1,878,824
SM D04			1,205,769	192,180	433,982			1,831,931
								–
Total Senior Managers of the Municipality	8,10	–	**8,307,453**	**1,134,752**	**2,271,772**	–		**11,713,977**
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**8,307,453**	**1,134,752**	**34,024,555**	–		**43,466,760**

References

1. Pension and medical aid

2. Total package must equal the total cost to the municipality

3. List each political office bearer by designation. Provide a total for all other councillors

4. Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)

5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation

6. List each entity where municipality has an interest and state percentage ownership and control

7. List each senior manager reporting to the CEO of an Entity by designation

8. Must reconcile to relevant section of Table SA24

9. Must reconcile to totals shown for the budget year of Table SA22

10. Correct as at 30 June

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2017/18			Current Year 2018/19			Budget Year 2019/20		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	6	6	–	6	6	–	6	6	–
Other Managers	7	3	2	–	3	2	–	3	3	–
Professionals		*201*	*80*	*1*	*198*	*79*	*1*	*198*	*173*	–
Finance		17	17	–	13	13	1	13	13	–
Spatial/town planning		19	6	–	19	6	–	19	5	–
Information Technology		4	4	–	4	4	–	4	4	–
Roads		2	2	–	2	2	–	2	2	–
Electricity		13	7	–	13	7	–	13	8	–
Water		2	2	–	2	2	–	2	2	–
Sanitation		3	2	1	3	3	–	3	3	–
Refuse		–	–	–	–	–	–	–	–	–
Other		141	40	–	142	42	–	142	136	–
Technicians		*274*	*177*	*11*	*275*	*185*	*10*	*275*	*184*	*8*
Finance		10	10	–	10	10	–	10	10	–
Spatial/town planning		29	15	–	29	15	–	29	12	4
Information Technology		8	4	1	8	4	–	8	4	1
Roads		6	4	1	6	6	–	6	6	3
Electricity		150	98	3	150	98	2	150	81	–
Water		10	3	–	10	3	4	10	10	–
Sanitation		25	20	–	25	20	1	25	25	–
Refuse		1	–	–	1	–	–	1	1	–
Other		35	23	6	36	29	3	36	35	–
Clerks (Clerical and administrative)		472	359	110	429	345	57	429	402	34
Service and sales workers		220	133	–	348	206	–	348	236	–
Skilled agricultural and fishery workers		150	89	–	145	78	–	145	44	–
Craft and related trades										
Plant and Machine Operators		215	96	1	215	100	2	215	95	–
Elementary Occupations		1,016	577	162	1,017	618	141	1,017	656	112
TOTAL PERSONNEL NUMBERS	9	**2,622**	**1,584**	**285**	**2,701**	**1,684**	**211**	**2,701**	**1,864**	**154**
% increase					3.0%	6.3%	(26.0%)	–	10.7%	(27.0%)
Total municipal employees headcount	6, 10	**2,942**	**1,877**	**317**	**3,021**	**1,922**	**247**	**3,021**	**2,114**	**183**
Finance personnel headcount	8, 10	**306**	**281**	**32**	**306**	**225**	**34**	**306**	**236**	**29**
Human Resources personnel headcount	8, 10	**14**	**12**	**–**	**14**	**13**	**2**	**14**	**14**	**–**

References

1. Positions must be funded and aligned to the municipality's current organisational structure

2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.

3. s57 of the Systems Act

4. Include only in Consolidated Statements

5. Include municipal entity employees in Consolidated Statements

6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)

7. Managers who provide the direction of a critical technical function

8. Total number of employees working on these functions

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates		48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	578,654	625,994	674,739
Service charges - electricity revenue		63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	763,527	820,800	863,653
Service charges - water revenue		23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	286,042	302,997	324,944
Service charges - sanitation revenue		5,793	5,793	5,793	5,793	5,793	5,793	5,793	5,793	5,793	5,793	5,793	5,793	69,517	73,766	78,731
Service charges - refuse revenue		4,492	4,492	4,492	4,492	4,492	4,492	4,492	4,492	4,492	4,492	4,492	4,492	53,898	57,317	60,690
Rental of facilities and equipment		76	76	76	76	76	76	76	76	76	76	76	10,976	11,810	12,307	12,983
Interest earned - external investments		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	21,000	22,000
Interest earned - outstanding debtors		7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	54,523	137,940	130,262	126,478
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		1,182	1,182	1,182	1,182	1,182	1,182	1,182	1,182	1,182	1,182	1,182	13,802	26,805	28,413	29,976
Licences and permits		397	397	397	397	397	397	397	397	397	397	397	397	4,764	5,002	5,277
Agency services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	230,509	230,509	224,026	240,687
Other revenue		1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	10,290	25,146	26,654	28,110
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contribution		**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**467,718**	**2,203,612**	**2,328,538**	**2,468,270**
Expenditure By Type																
Employee related costs		64,135	64,135	64,135	64,135	64,135	64,135	64,135	64,135	64,135	64,135	64,135	65,476	770,966	818,205	864,258
Remuneration of councillors		2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	31,753	33,817	35,846
Debt impairment		18,833	18,833	18,833	18,833	18,833	18,833	18,833	18,833	18,833	18,833	18,833	18,833	226,000	240,800	259,984
Depreciation & asset impairment		5,967	5,967	5,967	5,967	5,967	5,967	5,967	5,967	5,967	5,967	5,967	5,967	71,600	76,724	81,747
Finance charges		2,055	2,055	2,055	2,055	2,055	2,055	2,055	2,055	2,055	2,055	2,055	2,055	24,661	23,543	22,343
Bulk purchases		51,458	51,458	51,458	51,458	51,458	51,458	51,458	51,458	51,458	51,458	51,458	51,458	617,500	669,370	709,325
Other materials		14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	34,411	191,225	178,868	195,314
Contracted services		4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	51,605	54,694	57,697
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	7,670	7,670	7,710	7,749
Other expenditure		16,769	16,769	16,769	16,769	16,769	16,769	16,769	16,769	16,769	16,769	16,769	16,769	201,231	215,276	223,274
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**209,586**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit)		**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**258,131**	**9,402**	**9,532**	**10,733**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	–	–	–	–	–	–	–	–	–	–	157,285	157,285	153,497	168,266
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)													–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	378,226	468,192	453,716	480,013
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		306	306	306	306	306	306	306	306	306	306	306	6,806	10,176	11,897	11,611
Vote 05 - Community Services		6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	27,434	101,072	107,567	113,598
Vote 06 - Financial Services		48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	48,221	65,627	596,060	643,468	692,509
Vote 07 - Strategy Econ Development And Planning		151	151	151	151	151	151	151	151	151	151	151	7,201	8,860	9,396	9,923
Vote 08 - Infrastructure And Services		94,257	94,257	94,257	94,257	94,257	94,257	94,257	94,257	94,257	94,257	94,257	139,708	1,176,537	1,255,991	1,328,881
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue by Vote		**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**625,003**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,728	51,241	54,475	57,640
Vote 02 - Municipal And General		28,659	28,659	28,659	28,659	28,659	28,659	28,659	28,659	28,659	28,659	28,659	55,659	370,910	373,738	400,644
Vote 03 - Municipal Manager		1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	3,171	23,300	24,698	26,056
Vote 04 - Corporate Services		6,198	6,198	6,198	6,198	6,198	6,198	6,198	6,198	6,198	6,198	6,198	6,198	74,381	79,841	83,173
Vote 05 - Community Services		23,983	23,983	23,983	23,983	23,983	23,983	23,983	23,983	23,983	23,983	23,983	24,228	288,046	305,133	321,712
Vote 06 - Financial Services		12,045	12,045	12,045	12,045	12,045	12,045	12,045	12,045	12,045	12,045	12,045	12,045	144,541	152,256	159,982
Vote 07 - Strategy Econ Development And Planning		5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044	60,529	64,203	67,884
Vote 08 - Infrastructure And Services		98,432	98,432	98,432	98,432	98,432	98,432	98,432	98,432	98,432	98,432	98,432	98,512	1,181,262	1,264,663	1,340,447
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure by Vote		**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**209,586**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) before assoc.		**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional																
Governance and administration		**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**56,706**	**451,109**	**1,074,878**	**1,109,558**	**1,184,636**
Executive and council		8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	8,179	378,226	468,192	453,716	480,013
Finance and administration		48,528	48,528	48,528	48,528	48,528	48,528	48,528	48,528	48,528	48,528	48,528	72,884	606,686	655,842	704,623
Internal audit													–	–	–	–
Community and public safety		**608**	**608**	**608**	**608**	**608**	**608**	**608**	**608**	**608**	**608**	**608**	**19,309**	**25,995**	**27,380**	**28,431**
Community and social services		267	267	267	267	267	267	267	267	267	267	267	8,067	11,008	11,686	11,873
Sport and recreation		311	311	311	311	311	311	311	311	311	311	311	311	3,730	3,975	4,194
Public safety		24	24	24	24	24	24	24	24	24	24	24	24	285	302	319
Housing		–	–	–	–	–	–	–	–	–	–	–	10,901	10,901	11,343	11,967
Health		6	6	6	6	6	6	6	6	6	6	6	6	70	74	78
Economic and environmental services		**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**4,159**	**18,223**	**19,323**	**20,398**
Planning and development		104	104	104	104	104	104	104	104	104	104	104	2,784	3,923	4,163	4,402
Road transport		1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,375	14,300	15,160	15,996
Environmental protection													–	–	–	–
Trading services		**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**98,750**	**146,040**	**1,232,289**	**1,315,742**	**1,392,487**
Energy sources		63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	63,627	77,627	777,527	833,520	877,073
Water management		23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	23,837	44,187	306,392	324,368	347,336
Waste water management		6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	81,517	86,546	92,278
Waste management		4,493	4,493	4,493	4,493	4,493	4,493	4,493	4,493	4,493	4,493	4,493	17,433	66,853	71,308	75,800
Other		**466**	**466**	**466**	**466**	**466**	**466**	**466**	**466**	**466**	**466**	**466**	**4,386**	**9,512**	**10,032**	**10,584**
Total Revenue - Functional		**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**157,809**	**625,003**	**2,360,897**	**2,482,035**	**2,636,536**
Expenditure - Functional																
Governance and administration		**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**56,241**	**83,741**	**702,387**	**725,406**	**770,459**
Executive and council		33,844	33,844	33,844	33,844	33,844	33,844	33,844	33,844	33,844	33,844	33,844	61,344	433,631	440,381	471,121
Finance and administration		21,856	21,856	21,856	21,856	21,856	21,856	21,856	21,856	21,856	21,856	21,856	21,856	262,274	278,154	292,089
Internal audit		540	540	540	540	540	540	540	540	540	540	540	540	6,482	6,871	7,249
Community and public safety		**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,515**	**15,760**	**186,430**	**197,153**	**207,397**
Community and social services		3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,500	41,179	43,667	45,613
Sport and recreation		4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	59,874	63,251	66,775
Public safety		3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,294	3,464	39,698	41,869	43,987
Housing		2,257	2,257	2,257	2,257	2,257	2,257	2,257	2,257	2,257	2,257	2,257	2,257	27,082	28,705	30,315
Health		1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	18,596	19,661	20,706
Economic and environmental services		**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**10,885**	**12,306**	**132,039**	**140,366**	**148,603**
Planning and development		3,818	3,818	3,818	3,818	3,818	3,818	3,818	3,818	3,818	3,818	3,818	5,159	47,161	50,053	52,956
Road transport		7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,091	84,208	89,603	94,898
Environmental protection		56	56	56	56	56	56	56	56	56	56	56	56	670	710	749
Trading services		**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**95,638**	**1,147,658**	**1,228,995**	**1,302,503**
Energy sources		60,980	60,980	60,980	60,980	60,980	60,980	60,980	60,980	60,980	60,980	60,980	60,980	731,755	786,587	828,805
Water management		22,207	22,207	22,207	22,207	22,207	22,207	22,207	22,207	22,207	22,207	22,207	22,207	266,483	283,640	305,586
Waste water management		6,889	6,889	6,889	6,889	6,889	6,889	6,889	6,889	6,889	6,889	6,889	6,889	82,667	87,611	92,612
Waste management		5,563	5,563	5,563	5,563	5,563	5,563	5,563	5,563	5,563	5,563	5,563	5,563	66,753	71,158	75,500
Other		**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**2,141**	**25,697**	**27,085**	**28,575**
Total Expenditure - Functional		**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**180,420**	**209,586**	**2,194,210**	**2,319,006**	**2,457,537**
Surplus/(Deficit) before assoc.		**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**(22,612)**	**415,416**	**166,687**	**163,029**	**178,999**

References

1. Surplus (Deficit) must reconcile with Budeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Multi-year expenditure *to be appropriated*	1															
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	17,335	68,668	71,000	90,000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		500	500	500	500	500	500	500	500	500	500	500	10,500	16,000	34,547	41,110
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**5,167**	**27,835**	**84,668**	**105,547**	**131,110**
Single-year expenditure *to be appropriated*																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	–	–	–	–	–	–	–	–	13,436	13,436	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	72,430	86,180	74,950	78,156
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**85,867**	**99,617**	**74,950**	**78,156**
Total Capital Expenditure	2	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**113,702**	**184,285**	**180,497**	**209,266**

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC091 Sol Plaatje - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital Expenditure - Functional	1															
Governance and administration		**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**4,667**	**30,771**	**82,105**	**71,000**	**90,000**
Executive and council		4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	30,771	82,105	71,000	90,000
Finance and administration													–	–	–	–
Internal audit													–	–	–	–
Community and public safety		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services													–	–	–	–
Sport and recreation													–	–	–	–
Public safety													–	–	–	–
Housing													–	–	–	–
Health													–	–	–	–
Economic and environmental services		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning and development													–	–	–	–
Road transport													–	–	–	–
Environmental protection													–	–	–	–
Trading services		**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**82,930**	**102,180**	**109,497**	**119,266**
Energy sources		1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	32,081	43,998	29,000	24,880
Water management		250	250	250	250	250	250	250	250	250	250	250	627	3,377	30,547	33,386
Waste water management		417	417	417	417	417	417	417	417	417	417	417	50,222	54,806	49,950	61,000
Waste management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other													**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	2	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**113,702**	**184,285**	**180,497**	**209,266**
Funded by:																
National Government		4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	**111,452**	**157,285**	**153,497**	**168,266**
Provincial Government		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
District Municipality													–	–	–	–
Other transfers and grants													–	–	–	–
Transfers recognised - capital		**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**4,167**	**111,452**	**157,285**	**153,497**	**168,266**
Borrowing													–	–	–	–
Internally generated funds		2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	27,000	27,000	41,000
Total Capital Funding		**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	**6,417**	6,417	113,702	184,285	180,497	209,266

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

check

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Cash Receipts By Source													1		
Property rates	120,000	38,458	38,458	38,458	38,458	38,458	38,458	38,458	38,458	38,458	38,458	38,457	543,035	588,434	602,265
Service charges - electricity revenue	60,446	60,446	60,446	60,446	60,446	60,446	60,446	60,446	60,446	60,446	60,446	60,446	725,351	779,760	794,561
Service charges - water revenue	21,930	21,930	21,930	21,930	21,930	21,930	21,930	21,930	21,930	21,930	21,930	21,930	263,159	272,697	276,203
Service charges - sanitation revenue	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	63,956	66,390	68,496
Service charges - refuse revenue	4,132	4,132	4,132	4,132	4,132	4,132	4,132	4,132	4,132	4,132	4,132	4,132	49,586	51,585	54,621
Rental of facilities and equipment	984	984	984	984	984	984	984	984	984	984	984	984	11,810	12,307	12,983
Interest earned - external investments	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	21,000	22,000
Interest earned - outstanding debtors	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	37,244	65,131	25,296
Dividends received												–	–	–	–
Fines, penalties and forfeits	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	26,805	28,413	29,976
Licences and permits	397	397	397	397	397	397	397	397	397	397	397	397	4,764	5,002	5,277
Agency services												–	–	–	–
Transfer receipts - operational	76,836	–	–	–	76,836	–	–	–	76,836	–	–	–	230,509	224,026	240,687
Other revenue	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	25,146	26,654	28,110
Cash Receipts by Source	**298,738**	**140,359**	**140,359**	**140,359**	**217,196**	**140,359**	**140,359**	**140,359**	**217,196**	**140,359**	**140,359**	**140,359**	**1,996,363**	**2,141,400**	**2,160,476**
Other Cash Flows by Source															
Transfer receipts - capital	52,428				52,428				52,428			–	157,285	153,497	168,266
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												–			
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	267	267	267	267	267	267	267	267	267	267	267	267	3,202	3,490	3,381
Decrease (Increase) in non-current debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	**351,433**	**140,626**	**140,626**	**140,626**	**269,891**	**140,626**	**140,626**	**140,626**	**269,891**	**140,626**	**140,626**	**140,626**	**2,156,850**	**2,298,387**	**2,332,123**
Cash Payments by Type															
Employee related costs	55,833	55,833	55,833	55,833	55,833	85,833	55,833	55,833	55,833	55,833	55,833	126,799	770,966	818,205	864,258
Remuneration of councillors	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	2,646	31,753	33,817	35,846
Finance charges						12,330						12,330	24,661	23,543	22,343
Bulk purchases - Electricity	69,333	34,667	34,667	34,667	34,667	34,667	34,667	34,667	34,667	34,667	69,333	69,333	520,000	538,537	591,350
Bulk purchases - Water & Sewer	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833			–	97,500	96,525	117,975
Other materials	15,935	15,935	15,935	15,935	15,935	15,935	15,935	15,935	15,935	15,935	15,935	15,935	191,225	160,981	195,314
Contracted services	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	51,605	54,694	57,697
Transfers and grants - other municipalities												–			
Transfers and grants - other	3,000							2,000				2,670	7,670	7,710	7,749
Other expenditure	16,769	15,092	15,092	15,092	15,092	15,092	15,092	15,092	15,092	15,092	15,092	13,416	181,108	193,748	223,274
Cash Payments by Type	**178,651**	**139,308**	**139,308**	**139,308**	**139,308**	**181,638**	**139,308**	**141,308**	**139,308**	**128,474**	**163,141**	**247,430**	**1,876,487**	**1,927,760**	**2,115,806**
Other Cash Flows/Payments by Type															
Capital assets	6,417	6,417	6,417	6,417	6,417	6,417	6,417	6,417	6,417	6,417	6,417	113,702	184,285	180,497	209,266
Repayment of borrowing						4,626						4,626	9,251	9,402	9,532
Other Cash Flows/Payments												–			
Total Cash Payments by Type	**185,068**	**145,724**	**145,724**	**145,724**	**145,724**	**192,680**	**145,724**	**147,724**	**145,724**	**134,891**	**169,558**	**365,757**	**2,070,023**	**2,117,659**	**2,334,604**
NET INCREASE/(DECREASE) IN CASH HELD	**166,366**	**(5,098)**	**(5,098)**	**(5,098)**	**124,167**	**(52,054)**	**(5,098)**	**(7,098)**	**124,167**	**5,735**	**(28,931)**	**(225,131)**	**86,827**	**180,727**	**(2,481)**
Cash/cash equivalents at the month/year begin:	115,263	281,629	276,531	271,433	266,335	390,501	338,447	333,349	326,251	450,418	456,153	427,222	115,263	202,090	382,818
Cash/cash equivalents at the month/year end:	281,629	276,531	271,433	266,335	390,501	338,447	333,349	326,251	450,418	456,153	427,222	202,090	202,090	382,818	380,337

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.

NC091 Sol Plaatje - NOT REQUIRED - municipality does not have entities

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R million		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates										
Service charges										
Investment revenue										
Transfers recognised - operational										
Other own revenue										
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		–	–	–	–	–	–	–	–	–
Employee costs										
Remuneration of Board Members										
Depreciation & asset impairment										
Finance charges										
Materials and bulk purchases										
Transfers and grants										
Other expenditure										
Total Expenditure		–	–	–	–	–	–	–	–	–
Surplus/(Deficit)		–	–	–	–	–	–	–	–	–
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational										
Borrowing										
Internally generated funds										
Total sources		–	–	–	–	–	–	–	–	–
Financial position										
Total current assets										
Total non current assets										
Total current liabilities										
Total non current liabilities										
Equity										
Cash flows										
Net cash from (used) operating										
Net cash from (used) investing										
Net cash from (used) financing										
Cash/cash equivalents at the year end										

NC091 Sol Plaatje - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1. Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand
Dbsa Loan @ 10.91%	M	360	Piped Water Inside Dwelling	31 December 2019	1,974
Dbsa Loan @ 12.445%	M	240	Piped Water Inside Dwelling	30 June 2031	31,261
Dbsa Loan @ 12.61%	M	240	Piped Water Inside Dwelling	31 December 2028	2,505
Dbsa Loan @ 6.75%	M	288	Flush Toilet (Connected To Sewerage)	31 December 2023	513

References

1. Total agreement period from commencement until end

2. Annual value

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework			Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Estimate
Parent Municipality:							
Revenue Obligation By Contract	2						
No Future Contracts Greater Than 5m		–	–	–	–	–	–
Total Operating Revenue Implication		–	–	–	–	–	–
Expenditure Obligation By Contract	2						
No Future Contracts Greater Than 5m		–	–	–	–	–	–
Total Operating Expenditure Implication		–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2						
Upgrade Stormwater Galeshewe		–	–	40,000	40,000	40,000	120,000
Lerato Park Link Water And Sewer		–	–	24,806	–	–	24,806
Homevale Fire Station		–	–	12,668	–	–	12,668
Total Capital Expenditure Implication		–	–	77,474	40,000	40,000	157,474
Total Parent Expenditure Implication		–	–	**77,474**	**40,000**	**40,000**	157,474

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column

2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

with approved total revenue greater than R250 m - all contracts with an annual cost greater than R1million. For municipalities with approved total revenue greater than R500 m - all contracts with an annual cost greater than R5 million

NC091 Sol Plaatje - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		**55,528**	**28,934**	**90,613**	**62,842**	**67,817**	**67,817**	**56,180**	**33,547**	**36,266**
Roads Infrastructure		–	3,320	–	–	–	–	–	–	–
Roads			3,320							
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	11,538	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance		–	–	11,538	–	–	–	–	–	–
Attenuation										
Electrical Infrastructure		20,209	11,144	19,372	24,661	24,997	24,997	30,998	16,000	15,880
Power Plants		18,725	11,144	19,372						
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		–	–	–	24,661	24,997	24,997	30,998	16,000	15,880
Capital Spares		1,484								
Water Supply Infrastructure		30,531	12,469	59,703	17,381	19,956	19,956	377	17,547	20,386
Dams and Weirs		30,531	12,469							
Boreholes										
Reservoirs		–	–	–	–	–	–	–	10,000	6,156
Pump Stations		–	–	56,387	–	3,148	3,148	–	–	–
Water Treatment Works										
Bulk Mains		–	–	–	–	–	–	377	1,547	11,200
Distribution		–	–	3,315	17,381	16,807	16,807	–	–	–
Distribution Points		–	–	–	–	–	–	–	6,000	3,030
PRV Stations										
Capital Spares										
Sanitation Infrastructure		4,789	2,000	–	20,801	22,865	22,865	24,806	–	–
Pump Station										
Reticulation		4,789	2,000	–	20,801	22,865	22,865	24,806	–	–
Community Assets		**–**	**–**	**8,583**	**4,765**	**2,473**	**2,473**	**12,668**	**–**	**–**
Community Facilities		–	–	8,583	4,765	2,473	2,473	12,668	–	–
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		–	–	8,583	4,765	2,473	2,473	12,668	–	–
Testing Stations										
Investment properties		**–**	**115**	**12,153**	**5,000**	**2,500**	**2,500**	**2,000**	**2,000**	**2,000**
Revenue Generating		–	115	12,153	5,000	2,500	2,500	2,000	2,000	2,000
Improved Property		–	115	12,153	5,000	2,500	2,500	2,000	2,000	2,000
Unimproved Property										
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**7**	**–**	**1,516**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		7	–	1,516	–	–	–	–	–	–
Capital Spares		7	–	1,516						
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		3,767	1,656	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		3,767	1,656	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		3,767	1,656	–	–	–	–	–	–	–
Load Settlement Software Applications										
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	4,000	3,000	3,000	5,000	5,000	20,000
Computer Equipment		–	–	–	4,000	3,000	3,000	5,000	5,000	20,000
Furniture and Office Equipment		–	4,647	–	3,000	1,000	1,000	3,000	3,000	3,000
Furniture and Office Equipment		–	4,647	–	3,000	1,000	1,000	3,000	3,000	3,000
Machinery and Equipment		–	–	259	–	–	–	–	–	–
Machinery and Equipment		–	–	259	–	–	–	–	–	–
Transport Assets		–	5,860	6,003	4,000	1,000	1,000	6,000	6,000	10,000
Transport Assets		–	5,860	6,003	4,000	1,000	1,000	6,000	6,000	10,000
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	**59,303**	**41,212**	**119,127**	**83,607**	**77,790**	**77,790**	**84,849**	**49,547**	**71,266**

References

1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capit

NC091 Sol Plaatje - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		**80,747**	**54,063**	**131,330**	**45,048**	**100,261**	**100,261**	**23,000**	**51,000**	**67,000**
Roads Infrastructure		16,616	21,659	108,785	13,048	15,661	15,661	–	–	–
Roads		16,616	21,659	108,785	13,048	15,661	15,661	–	–	–
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	58,000	58,000	–	–	–
Drainage Collection										
Storm water Conveyance		–	–	–	–	58,000	58,000	–	–	–
Attenuation										
Electrical Infrastructure		6,551	–	5,733	10,000	10,000	10,000	8,000	8,000	9,000
Power Plants		6,551		5,733						
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		–	–	–	7,000	7,000	7,000	5,000	5,000	6,000
Capital Spares		–	–	–	3,000	3,000	3,000	3,000	3,000	3,000
Water Supply Infrastructure		12,378	6,361	5,578	5,000	3,000	3,000	–	–	–
Dams and Weirs		12,378	6,361							
Boreholes										
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	5,578	–	–	–	–	–	–
Bulk Mains										
Distribution		–	–	–	5,000	3,000	3,000	–	–	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations										
Capital Spares										
Sanitation Infrastructure		45,201	14,560	11,234	17,000	13,600	13,600	15,000	43,000	58,000
Pump Station		–	–	–	3,000	2,500	2,500	5,000	23,000	23,000
Reticulation		45,201	14,560	11,234	–	–	–	–	15,000	30,000
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers										
Toilet Facilities		–	–	–	14,000	11,100	11,100	10,000	5,000	5,000
Capital Spares										
Solid Waste Infrastructure		–	11,483	–	–	–	–	–	–	–
Landfill Sites		–	11,483	–	–	–	–	–	–	–
Community Assets		**6,951**	**24,416**	**–**	**–**	**4,717**	**4,717**	**–**	**–**	**–**
Community Facilities		6,951	24,274	–	–	–	–	–	–	–
Capital Spares		6,951	24,274							
Sport and Recreation Facilities		–	142	–	–	4,717	4,717	–	–	–
Indoor Facilities										
Outdoor Facilities		–	142	–	–	4,717	4,717	–	–	–
Capital Spares										
Investment properties		**2,380**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		2,380	–	–	–	–	–	–	–	–
Improved Property		2,380								
Unimproved Property										
Computer Equipment		2,270	–	–	–	–	–	–	–	–
Computer Equipment		2,270								
Total Capital Expenditure on renewal of existing assets	1	**92,348**	**78,479**	**131,330**	**45,048**	**104,979**	**104,979**	**23,000**	**51,000**	**67,000**
Renewal of Existing Assets as % of total capex		*0.0%*	*65.6%*	*52.4%*	*13.5%*	*45.4%*	*45.4%*	*12.5%*	*28.3%*	*32.0%*
Renewal of Existing Assets as % of deprecn"		*159.8%*	*130.2%*	*203.8%*	*65.1%*	*151.6%*	*151.6%*	*32.1%*	*66.5%*	*82.0%*

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital exp

NC091 Sol Plaatje - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		**79,772**	**90,578**	**122,564**	**190,968**	**189,239**	**189,239**	**200,313**	**215,842**	**231,177**
Roads Infrastructure		13,612	18,157	23,897	40,528	40,936	40,936	42,380	47,896	53,392
Roads		13,612	18,157	17,132	33,968	34,376	34,376	35,820	38,302	40,765
Road Structures										
Road Furniture		–	–	6,765	6,560	6,560	6,560	6,560	9,594	12,626
Capital Spares										
Storm water Infrastructure		–	–	–	600	600	600	600	642	684
Drainage Collection		–	–	–	600	600	600	600	642	684
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		22,225	26,099	35,931	59,739	56,062	56,062	61,400	65,426	69,417
Power Plants		16,032	20,196							
HV Substations		–	–	3,777	1,020	1,020	1,020	1,320	1,399	1,476
HV Switching Station		–	–	3,991	3,873	5,081	5,081	4,070	4,315	4,556
HV Transmission Conductors										
MV Substations		–	–	1,273	1,460	1,371	1,371	1,600	1,696	1,789
MV Switching Stations		–	–	4,640	5,735	4,750	4,750	5,590	5,925	6,251
MV Networks		–	–	1,508	2,180	2,180	2,180	1,300	1,378	1,454
LV Networks		–	–	11,097	15,100	13,000	13,000	15,040	16,102	17,204
Capital Spares		6,192	5,903	9,644	30,371	28,660	28,660	32,480	34,609	36,686
Water Supply Infrastructure		21,617	17,471	28,953	42,438	36,711	36,711	44,662	47,342	49,946
Dams and Weirs		21,617	17,471							
Boreholes										
Reservoirs		–	–	2,498	5,250	2,500	2,500	5,250	5,565	5,871
Pump Stations		–	–	1,890	1,500	1,240	1,240	1,500	1,590	1,677
Water Treatment Works		–	–	2,071	2,250	2,811	2,811	2,250	2,385	2,516
Bulk Mains		–	–	3,012	3,750	750	750	3,750	3,975	4,194
Distribution		–	–	18,304	27,938	27,660	27,660	30,162	31,972	33,731
Distribution Points										
PRV Stations										
Capital Spares		–	–	1,179	1,750	1,750	1,750	1,750	1,855	1,957
Sanitation Infrastructure		9,171	15,137	12,982	25,426	32,823	32,823	28,074	29,759	31,395
Pump Station		–	–	–	5,750	11,727	11,727	7,150	7,579	7,996
Reticulation		9,171	15,137	11,709	17,976	18,941	18,941	19,224	20,378	21,498
Waste Water Treatment Works		–	–	697	700	600	600	700	742	783
Outfall Sewers										
Toilet Facilities		–	–	576	1,000	1,555	1,555	1,000	1,060	1,118
Capital Spares										
Solid Waste Infrastructure		13,147	13,715	20,801	22,237	22,106	22,106	23,196	24,778	26,345
Landfill Sites		13,147	13,715	20,560	21,987	20,356	20,356	22,946	24,512	26,062
Waste Transfer Stations										
Waste Processing Facilities		–	–	241	250	1,750	1,750	250	266	282
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		**10,487**	**1,139**	**7,190**	**4,902**	**5,107**	**5,107**	**5,821**	**6,139**	**6,483**
Community Facilities		8,624	749	6,789	4,511	4,708	4,708	5,381	5,686	6,005
Halls		124	–	133	100	100	100	850	901	951
Centres										
Crèches										
Clinics/Care Centres		477	262							
Fire/Ambulance Stations			–	192	200	200	200	200	212	224
Testing Stations										
Museums										
Galleries										

Theatres										
Libraries		2,888	58	53	75	75	75	75	80	84
Cemeteries/Crematoria			26	462	635	641	641	640	676	713
Police										
Parks		1,499	32	1,223	1,945	1,929	1,929	1,850	1,943	2,049
Public Open Space			–	184	195	195	195	195	207	219
Nature Reserves										
Public Ablution Facilities										
Markets		473	372	2,761						
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares		3,163		1,780	1,361	1,568	1,568	1,571	1,669	1,765
Sport and Recreation Facilities		1,863	390	402	391	399	399	440	452	479
Indoor Facilities		–	–	335	330	330	330	370	396	420
Outdoor Facilities		1,863	390	67	61	69	69	70	56	59
Capital Spares		.	.	.	.	.	.	.	.	.
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		**–**	**929**	**–**	**6,681**	**6,681**	**6,681**	**6,880**	**7,293**	**7,725**
Revenue Generating		–	929	–	6,681	6,681	6,681	6,880	7,293	7,725
Improved Property		–	–	–	6,181	6,181	6,181	6,380	6,763	7,164
Unimproved Property		–	929	–	500	500	500	500	530	562
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**43,425**	**19,395**	**31,509**	**8,964**	**13,075**	**13,075**	**10,953**	**11,616**	**12,270**
Operational Buildings		43,425	19,395	31,509	8,964	13,075	13,075	10,953	11,616	12,270
Municipal Offices		4,387	3,674	10,537	7,964	11,765	11,765	9,953	10,551	11,131
Pay/Enquiry Points										
Building Plan Offices		13,409	1,357							
Workshops				1,731	1,000	1,310	1,310	1,000	1,065	1,140
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares		25,629	14,363	19,241						
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment										
Furniture and Office Equipment		–	3,699	–	1,849	3,595	3,595	1,758	1,865	1,969
Furniture and Office Equipment		–	3,699	–	1,849	3,595	3,595	1,758	1,865	1,969
Machinery and Equipment		–	–	–	21,860	20,721	20,721	23,378	24,878	26,564
Machinery and Equipment		–	–	–	21,860	20,721	20,721	23,378	24,878	26,564
Transport Assets		–	6,007	–	11,588	7,287	7,287	10,947	11,604	12,250
Transport Assets		–	6,007	–	11,588	7,287	7,287	10,947	11,604	12,250
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Total Repairs and Maintenance Expenditure	1	**133,684**	**121,748**	**161,263**	**246,813**	**245,704**	**245,704**	**260,050**	**279,235**	**298,440**
R&M as a % of PPE		*9.4%*	*8.3%*	*9.8%*	*13.2%*	*13.1%*	*13.1%*	*13.9%*	*15.0%*	*15.7%*
R&M as % Operating Expenditure		*8.3%*	*7.5%*	*8.8%*	*12.1%*	*12.3%*	*12.3%*	*13.0%*	*12.7%*	*12.9%*

References

1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1

check balance	–	(0)	(91,498)	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA34d Depreciation by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Depreciation by Asset Class/Sub-class										
Infrastructure		**31,382**	**32,160**	**37,275**	**38,000**	**38,000**	**38,000**	**39,400**	**42,126**	**44,913**
Roads Infrastructure		11,814	13,034	10,795	15,000	15,000	15,000	12,000	12,900	13,739
Roads		11,814	13,034	10,795	–	–	–	–	–	–
Road Structures		–	–	–	15,000	15,000	15,000	12,000	12,900	13,739
Road Furniture										
Capital Spares										
Storm water Infrastructure		950	–	820	–	–	–	1,000	1,075	1,145
Drainage Collection		950	–	820	–	–	–	1,000	1,075	1,145
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation										
Electrical Infrastructure		6,262	6,763	7,429	7,000	7,000	7,000	7,500	7,950	8,387
Power Plants		5,752	6,763	7,429	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		–	–	–	7,000	7,000	7,000	7,500	7,950	8,387
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		510	–	–	–	–	–	–	–	–
Water Supply Infrastructure		4,019	4,011	6,037	5,000	5,000	5,000	6,700	7,202	7,798
Dams and Weirs		–	–	6,037	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs										
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works										
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		4,019	4,011	–	5,000	5,000	5,000	6,700	7,202	7,798
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		6,616	6,600	12,194	11,000	11,000	11,000	12,200	12,999	13,844
Pump Station		–	–	12,194	–	–	–	–	–	–
Reticulation		6,616	6,600	–	11,000	11,000	11,000	12,200	12,999	13,844
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		1,720	1,752	–	–	–	–	–	–	–
Landfill Sites		1,720	1,752	–	–	–	–	–	–	–
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres		–	–	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers										
Capital Spares										
Community Assets		**7,392**	**7,506**	**8,443**	**8,400**	**8,400**	**8,400**	**9,500**	**10,213**	**10,876**
Community Facilities		7,392	7,506	8,443	8,400	8,400	8,400	9,500	10,213	10,876
Halls		–	–	8,443	–	–	–	–	–	–
Centres		–	–	–	8,400	8,400	8,400	9,500	10,213	10,876
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										

Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares		7,392	7,506							
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**1,644**	**217**	**300**	**300**	**300**	**300**	**323**	**343**
Revenue Generating		–	1,644	217	300	300	300	300	323	343
Improved Property		–	–	217	–	–	–	–	–	–
Unimproved Property		–	1,644	–	300	300	300	300	323	343
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**700**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		700	–	–	–	–	–	–	–	–
Municipal Offices		250	–	–	–	–	–	–	–	–
Pay/Enquiry Points			–	–	–	–	–	–	–	–
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares		450								
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		218	3,604	4,071	5,000	5,000	5,000	5,000	5,375	5,724
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		218	3,604	4,071	5,000	5,000	5,000	5,000	5,375	5,724
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		–	–	4,071	5,000	5,000	5,000	5,000	5,375	5,724
Load Settlement Software Applications										
Unspecified		218	3,604	–	–	–	–	–	–	–
Computer Equipment		2,166	2,317	2,673	2,600	2,600	2,600	3,000	3,225	3,435
Computer Equipment		2,166	2,317	2,673	2,600	2,600	2,600	3,000	3,225	3,435
Furniture and Office Equipment		6,091	1,681	1,323	3,500	3,500	3,500	2,700	2,903	3,091
Furniture and Office Equipment		6,091	1,681	1,323	3,500	3,500	3,500	2,700	2,903	3,091
Machinery and Equipment		–	1,505	1,257	–	–	–	1,300	1,398	1,488
Machinery and Equipment		–	1,505	1,257	–	–	–	1,300	1,398	1,488
Transport Assets		9,843	8,290	8,384	9,500	9,500	9,500	9,500	10,213	10,876
Transport Assets		9,843	8,290	8,384	9,500	9,500	9,500	9,500	10,213	10,876
Land		–	1,582	800	1,950	1,950	1,950	900	950	1,000
Land		–	1,582	800	1,950	1,950	1,950	900	950	1,000
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	**57,792**	**60,291**	**64,443**	**69,250**	**69,250**	**69,250**	**71,600**	**76,724**	**81,747**

References

1. Depreciation based on write down values. Not including Depreciation resulting from revaluation.

	Check	0	–	–	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
Infrastructure		**–**	**–**	**138,118**	**204,587**	**46,344**	**46,344**	**76,436**	**79,950**	**71,000**
Roads Infrastructure		–	–	96,872	151,699	–	–	53,436	55,000	55,000
Roads		–	–	96,872	151,699	–	–	53,436	55,000	55,000
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		–	–	11,819	19,337	13,000	13,000	5,000	5,000	–
Power Plants										
HV Substations		–	–	10,330	19,337	13,000	13,000	5,000	5,000	–
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations		–	–	1,489	–	–	–	–	–	–
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		–	–	22,662	33,551	18,494	18,494	3,000	13,000	13,000
Dams and Weirs		–	–	–	20,000	–	–	–	–	–
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works		–	–	–	–	–	–	–	10,000	10,000
Bulk Mains		–	–	22,662	10,551	15,494	15,494	–	–	–
Distribution		–	–	–	3,000	3,000	3,000	3,000	3,000	3,000
Sanitation Infrastructure		–	–	6,766	–	14,850	14,850	15,000	6,950	3,000
Pump Station										
Reticulation		–	–	–	–	–	–	–	6,950	3,000
Waste Water Treatment Works										
Outfall Sewers		–	–	6,766	–	14,850	14,850	15,000	–	–
Community Assets		**–**	**–**	**75**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		–	–	75	–	–	–	–	–	–
Testing Stations		–	–	75	–	–	–	–	–	–
Other assets		**–**	**–**	**–**	**–**	**2,000**	**2,000**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	2,000	2,000	–	–	–
Municipal Offices		–	–	–	–	2,000	2,000	–	–	–
Pay/Enquiry Points										
Total Capital Expenditure on upgrading of existing assets	1	**–**	**–**	**138,193**	**204,587**	**48,344**	**48,344**	**76,436**	**79,950**	**71,000**
Upgrading of Existing Assets as % of total capex		*0.0%*	*0.0%*	*55.2%*	*61.4%*	*20.9%*	*20.9%*	*41.5%*	*44.3%*	*33.9%*
Upgrading of Existing Assets as % of deprecn"		*0.0%*	*0.0%*	*214.4%*	*295.4%*	*69.8%*	*69.8%*	*106.8%*	*104.2%*	*86.9%*

References

1. Total Capital Expenditure on upgrading of existing assets (SA34e) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital exp

NC091 Sol Plaatje - Supporting Table SA35 Future financial implications of the capital b

Vote Description	Ref	2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure	1			
Vote 01 - Executive & Council		–	–	–
Vote 02 - Municipal And General		82,105	71,000	90,000
Vote 03 - Municipal Manager		–	–	–
Vote 04 - Corporate Services		–	–	–
Vote 05 - Community Services		–	–	–
Vote 06 - Financial Services		–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–
Vote 08 - Infrastructure And Services		102,180	109,497	119,266
Vote 09 -		–	–	–
Vote 10 -		–	–	–
Vote 11 -		–	–	–
Vote 12 -		–	–	–
Vote 13 -		–	–	–
Vote 14 -		–	–	–
Vote 15 - Other		–	–	–
List entity summary if applicable				
Total Capital Expenditure		**184,285**	**180,497**	**209,266**
Future revenue by source	3			
Property rates		578,654	625,994	674,739
Service charges - electricity revenue		763,527	820,800	863,653
Service charges - water revenue		286,042	302,997	324,944
Service charges - sanitation revenue		69,517	73,766	78,731
Service charges - refuse revenue		53,898	57,317	60,690
Rental of facilities and equipment		11,810	12,307	12,983
List other revenues sources if applicable		15,000	21,000	22,000
List entity summary if applicable				
Total future revenue		1,778,448	1,914,181	2,037,742
Net Financial Implications		**(1,594,163)**	**(1,733,684)**	**(1,828,476)**

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

2. Summary of future operational costs from when projects operational (present value until the end of each asset's us

3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

R thousand													2019/20 Medium Term Revenue & Expenditure Framework				
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:																
List all capital projects grouped by Function																
Finance And Administration	astructure:Existing:Renewal:Roads Infrastru	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Roads Infrastructure*	*Roads*	WHOLE OF THE MUNICIPALITY	0	*0*	12,016	15,661	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Stor	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Storm Water Infrastructure*	*Storm Water Conveyance*	WHOLE OF THE MUNICIPALITY	0	*0*	–	58,000	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Upgrading:Ro	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Roads Infrastructure*	*Roads*	WHOLE OF THE MUNICIPALITY	0	*0*	96,872	–	53,436	55,000	55,000
Finance And Administration	Capital:Infrastructure:New:Storm Water Infr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Storm Water Infrastructure*	*Storm Water Conveyance*	WHOLE OF THE MUNICIPALITY	0	*0*	11,436	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Renewal	–	RENEWAL	*ient; effective and development-oriented public*	*Inclusion and Access*		*Community Facilities*	*Halls*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Finance And Administration	-Infrastructure:Existing:Renewal:Community	–	RENEWAL	*A long and healthy life for all South Africans*	*Inclusion and Access*		*Sport And Recreation Facilities*	*Outdoor Facilities*	WHOLE OF THE MUNICIPALITY	0	*0*	8,144	4,717	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	–	UPGRADING	*ient; effective and development-oriented public*	*Inclusion and Access*		*Community Facilities*	*Halls*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	–	UPGRADING	*ient; effective and development-oriented public*	*Inclusion and Access*		*Community Facilities*	*Testing Stations*	WHOLE OF THE MUNICIPALITY	0	*0*	75	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Computer E	–	NEW	*ient; effective and development-oriented public*	*Growth*		*Computer Equipment*	*Computer Equipment*	WHOLE OF THE MUNICIPALITY	0	*0*	864	3,000	5,000	5,000	20,000
Finance And Administration	Capital:Non-Infrastructure:New:Furniture An	–	NEW	*ient; effective and development-oriented public*	*Growth*		*Furniture And Office Equipment*	*Furniture And Office Equipment*	WHOLE OF THE MUNICIPALITY	0	*0*	548	1,000	3,000	3,000	3,000
Finance And Administration	Capital:Non-Infrastructure:New:Heritage As	–	NEW	*South Africa and contribute to a better Africa a*	*Growth*		*Heritage Assets*	*Monuments*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible A	–	NEW	*ient; effective and development-oriented public*	*Growth*		*Licences And Rights*	*Computer Software And Applications*	WHOLE OF THE MUNICIPALITY	0	*0*	11,340	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Intangible A	–	NEW	*ient; effective and development-oriented public*	*Growth*		*Licences And Rights*	*Unspecified*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Investment	–	NEW		*Growth*		*Revenue Generating*	*Improved Property*	WHOLE OF THE MUNICIPALITY	0	*0*	813	2,500	2,000	2,000	2,000
Finance And Administration	Capital:Non-Infrastructure:New:Machinery A	–	NEW		*Growth*		*Machinery And Equipment*	*Machinery And Equipment*	WHOLE OF THE MUNICIPALITY	0	*0*	578	–	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Transport A	–	NEW		*Growth*		*Transport Assets*	*Transport Assets*	WHOLE OF THE MUNICIPALITY	0	*0*	6,003	1,000	6,000	6,000	10,000
Finance And Administration	Capital:Non-Infrastructure:Existing:Upgradir	–	UPGRADING	*ient; effective and development-oriented public*	*Governance*		*Operational Buildings*	*Municipal Offices*	WHOLE OF THE MUNICIPALITY	0	*0*	–	2,000	–	–	–
Finance And Administration	Capital:Non-Infrastructure:New:Community	–	NEW	*nsive; responsive and sustainable social protec*	*Growth*		*Community Facilities*	*Fire/Ambulance Stations*	WARD 3	-28709908	*24789752*	364	2,473	12,668	–	–
Environmental Protection	Capital:Infrastructure:Existing:Renewal:Solid	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Solid Waste Infrastructure*	*Landfill Sites*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:El	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Electrical Infrastructure*	*Hv Substations*	WARD 26	0	*0*	6,476	5,000	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:El	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Electrical Infrastructure*	*Hv Substations*	WARD 29	-28709092	*24755325*	3,854	8,000	5,000	5,000	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:El	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Electrical Infrastructure*	*Mv Switching Stations*	WHOLE OF THE MUNICIPALITY	0	*0*	1,489	–	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 1	0	*0*	12,721	–	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 19	-28518562	*24698019*	–	–	18,920	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 21	-28731896	*24745646*	–	–	1,823	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 28	-28758241	*24737008*	–	–	3,753	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 4	-29752799	*22575198*	–	–	2,374	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WARD 7	-28702212	*24709958*	–	–	4,128	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastr	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Electrical Infrastructure*	*Lv Networks*	WHOLE OF THE MUNICIPALITY	0	*0*	–	24,997	–	16,000	15,880
Energy Sources	Capital:Infrastructure:Existing:Renewal:Elec	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Electrical Infrastructure*	*Lv Networks*	WHOLE OF THE MUNICIPALITY	0	*0*	–	7,000	5,000	5,000	6,000
Energy Sources	Capital:Infrastructure:Existing:Renewal:Elec	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Electrical Infrastructure*	*Capital Spares*	WHOLE OF THE MUNICIPALITY	0	*0*	565	3,000	3,000	3,000	3,000
Water Management	Capital:Infrastructure:Existing:Renewal:Wat	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Reservoirs*	WHOLE OF THE MUNICIPALITY	0	*0*	6,562	–	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Wat	C123	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Water Treatment Works*	WHOLE OF THE MUNICIPALITY	0	*0*	5,585	–	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Wat	Distrib010	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Distribution*	WHOLE OF THE MUNICIPALITY	0	*0*	–	3,000	–	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Wat	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Distribution Points*	WHOLE OF THE MUNICIPALITY	0	*0*	573	–	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:W	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Dams And Weirs*	WARD 32	0	*0*	–	–	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:W	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Water Treatment Works*	WARD 29	-28518562	*24698019*	–	–	–	10,000	10,000
Water Management	Capital:Infrastructure:Existing:Upgrading:W	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Bulk Mains*	WARD 27	0	*0*	22,662	15,494	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:W	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Bulk Mains*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Water Management	Capital:Infrastructure:Existing:Upgrading:W	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Distribution*	WHOLE OF THE MUNICIPALITY	0	*0*	–	3,000	3,000	3,000	3,000
Water Management	Capital:Infrastructure:New:Water Supply Inf	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Reservoirs*	WARD 11	-28692480	*24584183*	–	–	–	10,000	4,750
Water Management	Capital:Infrastructure:New:Water Supply Inf	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Reservoirs*	WARD 14	-28747806	*24482747*	–	–	–	–	1,406
Water Management	Capital:Infrastructure:New:Water Supply Inf	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Pump Stations*	WARD 29	0	*0*	26,387	3,148	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Inf	PA2_SDO3_OSO4_W	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Bulk Mains*	WARD 28	-28693762	*24774488*	–	–	377	–	–
Water Management	Capital:Infrastructure:New:Water Supply Inf	PA2_SDO3_OSO4_W	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Bulk Mains*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	1,547	11,200
Water Management	Capital:Infrastructure:New:Water Supply Inf	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Distribution*	WARD 28	0	*0*	3,064	16,807	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Inf	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Water Supply Infrastructure*	*Distribution Points*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	6,000	3,030
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Wat	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Water Supply Infrastructure*	*Pump Stations*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Pump Station*	WARD 27	-28595847	*24498463*	–	–	–	3,000	3,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Pump Station*	WHOLE OF THE MUNICIPALITY	0	*0*	–	2,500	5,000	20,000	20,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Reticulation*	WARD 17	-28748242	*24735855*	–	–	–	–	5,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Reticulation*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	15,000	25,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Waste Water Treatment Works*	WHOLE OF THE MUNICIPALITY	0	*0*	–	–	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Toilet Facilities*	WARD 17	-28748242	*24735855*	–	–	10,000	5,000	5,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:San	–	RENEWAL	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Toilet Facilities*	WHOLE OF THE MUNICIPALITY	0	*0*	–	11,100	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sa	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Reticulation*	WARD 24	-28649832	*24469382*	–	–	–	6,950	3,000
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sa	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Outfall Sewers*	WARD 19	0	*0*	6,766	14,850	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Upgrading:Sa	–	UPGRADING	*competitive and responsive economic infrastru*	*Inclusion and Access*		*Sanitation Infrastructure*	*Outfall Sewers*	WARD 5	-28334518	*24693873*	–	–	15,000	–	–
Waste Water Management	Capital:Infrastructure:New:Sanitation Infrast	–	NEW	*competitive and responsive economic infrastru*	*Growth*		*Sanitation Infrastructure*	*Reticulation*	WARD 28	-28701635	*24725448*	–	22,865	24,806	–	–
Total Capital expenditure												**245,758**	**231,113**	**184,285**	**180,497**	**209,266**

References

Must reconcile with Budgeted Capital Expenditure

Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13 — check — 142,892 – – – –

Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

NC091 Sol Plaatje - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand												Previous target year to complete	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework		
Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude		Original Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:																	
List all capital projects grouped by Function																	
	No Projects delayed																

References

List all projects with planned completion dates in current year that have been re-budgeted in the MTREF

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

NC091 Sol Plaatje - Supporting Table SA38 Consolidated detailed operational projects

R thousand								Prior year outcomes		2019/20 Medium T
Function	Project Description	Type	MTSF Service Outcome	IUDF	Asset Class	Asset Sub-Class	Ward Location	Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20
Parent municipality:										
List all operational projects grouped by Function										
Executive And Council	**Operational:Municipal Running Cost**	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	59,166	60,828	66,929
Executive And Council	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	1	8	5
Finance And Administration	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	477,793	494,449	549,620
Finance And Administration	Operational:Typical Work Streams:Capacity Building Training And Development:Capacity Building Counci	**Work Streams**	*A skilled and capable workforce to support an inclusive growth path*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Typical Work Streams:Capacity Building Training And Development:Centre Of Excellence Mul	**Work Streams**	*A skilled and capable workforce to support an inclusive growth path*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Typical Work Streams:Capacity Building Training And Development:Leadership Development	**Work Streams**	*A skilled and capable workforce to support an inclusive growth path*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Typical Work Streams:Capacity Building Training And Development:Municipal Minimum Compet	**Work Streams**	*A skilled and capable workforce to support an inclusive growth path*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Typical Work Streams:Capacity Building Training And Development:Workshops; Seminars And	**Work Streams**	*A skilled and capable workforce to support an inclusive growth path*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Typical Work Streams:Community Development:Community Initiatives	**Work Streams**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*			**WHOLE OF THE MUNICIPALIT**	–	15,000	10,000
Finance And Administration	Operational:Typical Work Streams:Elections	**Work Streams**	*Sustainable human settlements and improved quality of household life*	*Inclusion and Access*			**WHOLE OF THE MUNICIPALIT**	2,433	2,000	2,000
Finance And Administration	Operational:Typical Work Streams:Expanded Public Works Programme:Project	**Work Streams**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*			**WHOLE OF THE MUNICIPALIT**	4,762	3,137	3,608
Finance And Administration	Tws:Community Development:Community Development Initiatives	**Work Streams**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*			**WHOLE OF THE MUNICIPALIT**	–	–	20,000
Finance And Administration	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Switching Station*	**WHOLE OF THE MUNICIPALIT**	250	220	220
Finance And Administration	Default Transactions	**Default Transactions**	*Responsive; accountable; effective and efficient local government*	*Governance*	*Financial Performance Indicators*	*Revenue Items*	**WHOLE OF THE MUNICIPALIT**	483	–	–
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	1,269	3,382	1,603
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq	**Preventative Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	13,967	17,568	20,158
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Machinery And Equ	**Preventative Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	9	20	20
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Other Assets:Operational B	**Corrective Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Operational Buildings*	*Municipal Offices*	**WHOLE OF THE MUNICIPALIT**	10,534	11,723	9,910
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Operational Buildings*	*Municipal Offices*	**WHOLE OF THE MUNICIPALIT**	1	40	40
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Other Assets:Operational B	**Corrective Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Operational Buildings*	*Workshops*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Operational Buildings*	*Workshops*	**WHOLE OF THE MUNICIPALIT**	1,731	1,310	1,000
Finance And Administration	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Road Furniture*	**WHOLE OF THE MUNICIPALIT**	6,437	6,000	6,000
Finance And Administration	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Solid Waste Infrastructure*	*Landfill Sites*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Emergency:Transport Assets	**Corrective Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	223	260	280
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	348	687	655
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	156	469	3,856
Internal Audit	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	5,194	5,784	6,479
Internal Audit	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	1	3	3
Community And Social Services	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	34,602	37,611	40,394
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*	*Community Facilities*	*Cemeteries/Crematoria*	**WHOLE OF THE MUNICIPALIT**	360	396	400
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community	**Corrective Maintenance**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*	*Community Facilities*	*Halls*	**WHOLE OF THE MUNICIPALIT**	133	100	150
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*Quality basic education*	*Inclusion and Access*	*Community Facilities*	*Libraries*	**WHOLE OF THE MUNICIPALIT**	53	75	75
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Machinery And Equipment	**Corrective Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	–	2	2
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	128	184	158
Sport And Recreation	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	47,182	51,148	55,663
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*	*Community Facilities*	*Parks*	**WHOLE OF THE MUNICIPALIT**	1,223	1,929	1,850
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Machinery And Equipment	**Corrective Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	978	1,162	1,178
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Sport And	**Corrective Maintenance**	*A long and healthy life for all South Africans*	*Inclusion and Access*	*Sport And Recreation Facilities*	*Indoor Facilities*	**WHOLE OF THE MUNICIPALIT**	335	330	370
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Sport And	**Corrective Maintenance**	*A long and healthy life for all South Africans*	*Inclusion and Access*	*Sport And Recreation Facilities*	*Outdoor Facilities*	**WHOLE OF THE MUNICIPALIT**	67	69	70
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*A long and healthy life for all South Africans*	*Inclusion and Access*	*Sport And Recreation Facilities*	*Outdoor Facilities*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Sport And Recreation	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	502	858	744
Public Safety	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	43,358	47,059	51,325
Public Safety	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*	*Community Facilities*	*Cemeteries/Crematoria*	**WHOLE OF THE MUNICIPALIT**	101	245	240
Public Safety	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community	**Corrective Maintenance**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*	*Community Facilities*	*Fire/Ambulance Stations*	**WHOLE OF THE MUNICIPALIT**	192	200	200
Public Safety	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*A comprehensive; responsive and sustainable social protection system*	*Inclusion and Access*	*Community Facilities*	*Fire/Ambulance Stations*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Public Safety	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*	*Community Facilities*	*Public Open Space*	**WHOLE OF THE MUNICIPALIT**	184	195	195
Public Safety	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq	**Preventative Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	282	290	290
Public Safety	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Solid Waste Infrastructure*	*Landfill Sites*	**WHOLE OF THE MUNICIPALIT**	14,543	16,838	18,888
Public Safety	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	1,425	958	956
Housing	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	20,485	20,078	21,096
Housing	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Coastal Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	4	6	6
Housing	Default Transactions	**Default Transactions**	*Responsive; accountable; effective and efficient local government*	*Governance*	*Financial Performance Indicators*	*Revenue Items*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Housing	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Investment Prope	**Preventative Maintenance**		*Spatial Integration*	*Revenue Generating*	*Improved Property*	**WHOLE OF THE MUNICIPALIT**	5,132	5,181	5,380
Housing	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Emergency:Investment Properties:Re	**Corrective Maintenance**		*Spatial Integration*	*Revenue Generating*	*Unimproved Property*	**WHOLE OF THE MUNICIPALIT**	124	500	500
Housing	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	81	140	100
Health	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	17,323	18,219	18,506
Health	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community	**Corrective Maintenance**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*	*Community Facilities*	*Halls*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Health	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	99	70	40
Health	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	16	59	50
Planning And Development	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	45,664	49,538	52,560
Planning And Development	Operational:Typical Work Streams:Expanded Public Works Programme:Project	**Work Streams**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*			**WHOLE OF THE MUNICIPALIT**	599	515	–
Planning And Development	Operational:Typical Work Streams:Local Economic Development:Project Implementation	**Work Streams**	*An efficient; effective and development-oriented public service*	*Spatial Integration*			**WHOLE OF THE MUNICIPALIT**	375	770	820
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	0	43	32
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	2	14	10
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	13	33	33
Road Transport	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	32,282	38,449	42,574
Road Transport	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Coastal Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	349	240	400
Road Transport	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	6	25	25
Road Transport	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq	**Preventative Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	174	230	230
Road Transport	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Road Furniture*	**WHOLE OF THE MUNICIPALIT**	328	560	560
Road Transport	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Roads Infrastructure:Roads:Lan	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Roads*	**WHOLE OF THE MUNICIPALIT**	3,361	2,725	2,180
Road Transport	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Roads Infrastructure:Roads:Pav	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Roads*	**WHOLE OF THE MUNICIPALIT**	65	160	80
Road Transport	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Roads*	**WHOLE OF THE MUNICIPALIT**	29,701	28,991	31,060

Road Transport	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Storm Water Infrastructure:Dra	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Storm Water Infrastructure*	*Drainage Collection*	**WHOLE OF THE MUNICIPALIT**	247	300	300
Road Transport	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Storm Water Infrastr	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Storm Water Infrastructure*	*Drainage Collection*	**WHOLE OF THE MUNICIPALIT**	236	300	300
Road Transport	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	137	210	200
Road Transport	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	5	15	5
Environmental Protection	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	37,670	36,839	43,326
Environmental Protection	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Solid Waste Infrastructure*	*Waste Processing Facilities*	**WHOLE OF THE MUNICIPALIT**	41	1,750	250
Energy Sources	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	620,551	616,467	669,649
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Coastal Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	818	–	225
Energy Sources	Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community	**Corrective Maintenance**	*An efficient; effective and development-oriented public service*	*Inclusion and Access*	*Community Facilities*	*Halls*	**WHOLE OF THE MUNICIPALIT**	–	–	700
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	29,644	28,660	32,480
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Hv	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Substations*	**WHOLE OF THE MUNICIPALIT**	141	160	160
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Hv S	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Substations*	**WHOLE OF THE MUNICIPALIT**	100	160	160
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Substations*	**WHOLE OF THE MUNICIPALIT**	5,213	700	1,000
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Switching Station*	**WHOLE OF THE MUNICIPALIT**	97	–	600
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Switching Station*	**WHOLE OF THE MUNICIPALIT**	2,096	2,183	2,250
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Lv	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Lv Networks*	**WHOLE OF THE MUNICIPALIT**	1,763	1,900	2,000
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Lv N	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Lv Networks*	**WHOLE OF THE MUNICIPALIT**	2,705	3,450	3,400
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Lv Networks*	**WHOLE OF THE MUNICIPALIT**	397	450	440
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Lv Networks*	**WHOLE OF THE MUNICIPALIT**	16,232	7,200	9,200
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv N	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Networks*	**WHOLE OF THE MUNICIPALIT**	21	330	300
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Networks*	**WHOLE OF THE MUNICIPALIT**	838	1,150	300
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Networks*	**WHOLE OF THE MUNICIPALIT**	650	700	700
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Mv	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Substations*	**WHOLE OF THE MUNICIPALIT**	391	160	300
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv S	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Substations*	**WHOLE OF THE MUNICIPALIT**	10	211	300
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Substations*	**WHOLE OF THE MUNICIPALIT**	873	1,000	1,000
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Mv	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Switching Stations*	**WHOLE OF THE MUNICIPALIT**	2,612	2,620	2,870
Energy Sources	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv S	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Switching Stations*	**WHOLE OF THE MUNICIPALIT**	1,150	1,020	1,620
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Switching Stations*	**WHOLE OF THE MUNICIPALIT**	449	450	500
Energy Sources	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Mv Switching Stations*	**WHOLE OF THE MUNICIPALIT**	428	660	600
Energy Sources	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Investment Prope	**Preventative Maintenance**		*Spatial Integration*	*Revenue Generating*	*Improved Property*	**WHOLE OF THE MUNICIPALIT**	807	1,000	1,000
Energy Sources	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	–	–	–
Water Management	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	175,263	204,638	214,971
Water Management	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq	**Preventative Maintenance**		*Governance*	*Machinery And Equipment*	*Machinery And Equipment*	**WHOLE OF THE MUNICIPALIT**	1,836	1,450	1,500
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Roads Infrastructure*	*Roads*	**WHOLE OF THE MUNICIPALIT**	3,431	2,500	2,500
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Pump Station*	**WHOLE OF THE MUNICIPALIT**	95	750	750
Water Management	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	1,258	1,600	2,100
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Bulk Mains*	**WHOLE OF THE MUNICIPALIT**	3,018	750	3,750
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Water Supply Infrastructure:Ca	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	761	900	900
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrast	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	141	150	150
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Water Supply Infrastr	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	278	700	700
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrast	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Distribution*	**WHOLE OF THE MUNICIPALIT**	41,354	27,660	30,162
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Pump Stations*	**WHOLE OF THE MUNICIPALIT**	1,145	1,240	1,500
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Reservoirs*	**WHOLE OF THE MUNICIPALIT**	749	200	750
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Water Supply Infrastructure:Re	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Reservoirs*	**WHOLE OF THE MUNICIPALIT**	315	1,000	750
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrast	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Reservoirs*	**WHOLE OF THE MUNICIPALIT**	1,387	1,300	3,750
Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Water Treatment Works*	**WHOLE OF THE MUNICIPALIT**	2,038	2,061	1,500
Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrast	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Water Supply Infrastructure*	*Water Treatment Works*	**WHOLE OF THE MUNICIPALIT**	36	750	750
Waste Water Management	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	47,476	39,975	51,602
Waste Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Coastal Infrastructure*	*Capital Spares*	**WHOLE OF THE MUNICIPALIT**	609	1,322	940
Waste Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Electrical Infrastructure*	*Hv Switching Station*	**WHOLE OF THE MUNICIPALIT**	1,550	2,678	1,000
Waste Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Pu	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Pump Station*	**WHOLE OF THE MUNICIPALIT**	3,535	9,220	4,400
Waste Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Pump Station*	**WHOLE OF THE MUNICIPALIT**	6,529	1,757	2,000
Waste Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Reticulation*	**WHOLE OF THE MUNICIPALIT**	15,165	18,941	19,224
Waste Water Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Toilet Facilities*	**WHOLE OF THE MUNICIPALIT**	576	1,555	1,000
Waste Water Management	Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Wa	**Corrective Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Sanitation Infrastructure*	*Waste Water Treatment Works*	**WHOLE OF THE MUNICIPALIT**	697	600	700
Waste Water Management	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets	**Preventative Maintenance**		*Governance*	*Transport Assets*	*Transport Assets*	**WHOLE OF THE MUNICIPALIT**	838	1,800	1,800
Waste Management	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	–	1,950	–
Waste Management	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal	**Preventative Maintenance**	*An efficient; competitive and responsive economic infrastructure network*	*Inclusion and Access*	*Solid Waste Infrastructure*	*Landfill Sites*	**WHOLE OF THE MUNICIPALIT**	2,428	3,518	4,958
Other	Operational:Municipal Running Cost	**Municipal Running Cost**	*Sustainable human settlements and improved quality of household life*	*Governance*			**WHOLE OF THE MUNICIPALIT**	10,444	10,333	11,736
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	**Work Streams**	*An efficient; effective and development-oriented public service*	*Growth*			**WHOLE OF THE MUNICIPALIT**	453	450	400
Other	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Furniture And Office Equipment*	*Furniture And Office Equipment*	**WHOLE OF THE MUNICIPALIT**	2	64	50
Other	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope	**Preventative Maintenance**	*An efficient; effective and development-oriented public service*	*Governance*	*Operational Buildings*	*Municipal Offices*	**WHOLE OF THE MUNICIPALIT**	2	2	3
Parent Operational expenditure								**1,936,318**	**2,000,941**	**2,194,210**
Entities:										
List all Operational projects grouped by Entity										
Entity A										
Water project A										
Entity B										
Electricity project B										
Entity Operational expenditure								–	–	–
Total Operational expenditure								**1,936,318**	**2,000,941**	**2,194,210**

References

Must reconcile with Budgeted Operating Expenditure

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Project Number consists of MSCOA Project Longcode and seq No (sample PO001001002001002001002_00066)

(103,527) – –

TARIFFS

1 **APPROVAL OF VARIOUS TARIFFS : 1 JULY 2019 - 30 JUNE 2020**

That, in terms of Section 24(2) of the Local Government : Municipal Finance Management Act, 2003 (Act No. 56), the following levies, fees and tariffs for Sol Plaatje Municipality be levied, and a General Rate be recovered on the values appearing in the 2019 General Valuation Roll

ALL TARIFFS ARE VAT INCLUSIVE WHERE APPLICABLE
ANY FUTURE CHANGES IN VAT WILL BE IMPLEMENTED ACCORDINGLY.

1.1 **LEVY OF RATES (FINANCE/VALUATIONS)**

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Residential Property	0.010834	0.009752	0.010734	0.011043
Vacant Residential Property	0.016251	0.014628	0.016101	0.016565
Industrial Property	0.034670	0.031206	0.034348	0.035338
Vacant Industrial	0.037920	0.034132	0.037568	0.038651
Business and Commercial Property	0.032069	0.029256	0.033274	0.034234
Vacant Business and Commercial Property	0.037920	0.034132	0.037568	0.038651
Agricultural Property	0.002709	0.002438	0.002683	0.002751
Mining Property	0.238354	0.214544	0.236141	0.242951
Public Service Property	0.054171	0.043884	0.042935	0.038651
Property Used by Organ of State	0.075840	0.058512	0.053669	0.049695
Public Service Infrastructure	0.000000	0.000000	0.000000	0.000000
Public Benefit Activity Property	0.000000	0.000000	0.000000	0.000000
Place of Worship	0.000000	0.000000	0.000000	0.000000
Land Reform Beneficiary	0.000000	0.000000	0.000000	0.000000
Private Open Space	0.010834	0.009752	0.010734	0.011043
Municipal property used for Municipal Purposes	0.000000	0.000000	0.000000	0.000000
Independent Schools	0.000000	0.002438	0.005367	0.011043
Solar Farms	0.021669	0.029256	0.033274	0.034234
Sports Grounds and facilities operated for gain	0.000000	0.000000	0.000000	0.000000
University	0.021669	0.029256	0.033274	0.034234
Average rates tariff	0.029011	0.016604	0.018014	0.019417

1.1.1 An allowance has been made for the inclusion of rebates for Pensioners, Disabled Persons, Bona Fide Agricultural Property, Rutal Residential Properties, Rural Commercial, Rural Industrial, Creches and Guesthouse Properties meeting certain criteria. The proposed rebate for Pensioners and Disabled Persons is 60 % and the income threshold to qualify is R 140 000 in addition to creteria per the Policy. The proposed rebate for Rural Residential is 15%, bona fide Agricultural Property is 50 %, Rural Commercial and Industrial properties is 75% and Creches and Guesthouses is 30% subject to the requirements per the policy.

1.1.2 Public Service Infrastructure is no longer feasable to rate due to the regulated rating ratios. It is therefore zero (0) rated.

1.1.3 A special rebate has been introduced where property is affected by any natural disaster as defined by the Disaster Management Act, No 16 of 2015. This rebate is set at 50 % of the tariff of the particular category of the particular category of property affected by such natural disaster and is additional to any other rebates.

1.1.4 The next General Valuation Roll is set down for implementation on the 1st of July 2023.

1.1.5 There have been additions to the rating categories which have been brought about by recent amendments of the Local Government: Municipal Property Rates Act 6 of 2004.

1.1.6 The categories of property with zero rate tariffs are those that are impermissable to rate in terms of the MPRA, not feasable to rate, or for public benefit purposes not desirable to rate.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.2	**MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.2.1	**Karen Muir Swimming Pool**				
	Admission fees - Children	10.00	12.00	12.72	13.48
	Admission fees - Adults	15.00	17.00	18.02	19.10
	Season tickets - Children	120.00	130.00	137.80	146.07
	Season tickets - Adults	210.00	225.00	238.50	252.81
	Hire of pool	1,750.00	1,900.00	2,014.00	2,134.84
	Key / Loss / damage / breakage deposit	1,500.00	1,600.00	1,696.00	1,797.76
1.2.2	**Florianville Swimming Pool**				
	Admission fees - Children	10.00	12.00	12.72	13.48
	Admission fees - Adults	15.00	17.00	18.02	19.10
	Season tickets - Children	100.00	110.00	116.60	123.60
	Season tickets - Adults	160.00	180.00	190.80	202.25
	Hire of pool	1,750.00	1,800.00	1,908.00	2,022.48
	Key / Loss / damage / breakage deposit	1,500.00	1,600.00	1,696.00	1,797.76
1.2.3	**Roodepan Swimming Pool**				
	Admission fees - Children	8.00	9.00	9.54	10.11
	Admission fees - Adults	15.00	17.00	18.02	19.10
	Season tickets - Children	90.00	100.00	106.00	112.36
	Season tickets - Adults	145.00	160.00	169.60	179.78
	Hire of pool	1,600.00	1,800.00	1,908.00	2,022.48
	Key / Loss / damage / breakage deposit	1,500.00	1,600.00	1,696.00	1,797.76
1.2.4	**Galeshewe Swimming Pool**				
	Admission fees - Children	8.00	9.00	9.54	10.11
	Admission fees - Adults	15.00	17.00	18.02	19.10
	Season tickets - Children	90.00	100.00	106.00	112.36
	Season tickets - Adults	145.00	160.00	169.60	179.78
	Hire of pool	1,600.00	1,800.00	1,908.00	2,022.48
	Key / Loss / damage / breakage deposit	1,500.00	1,600.00	1,696.00	1,797.76
	* Hire of pool for functions / commercial use (tariff applicable to all pools)	2,500.00	4,000.00	2,650.00	2,809.00
	* Key / Loss / damage / breakage deposit	2,500.00	2,500.00	2,650.00	2,809.00
1.2.5	**De Beers Stadium**				
	Hire of athletics track	1,340.00	1,340.00	1,420.40	1,505.62
	Key / Loss / damage / breakage deposit	1,340.00	1,340.00	1,420.40	1,505.62
	Apparatus per day	800.00	800.00	848.00	898.88
	Key / Loss / damage / breakage deposit	1,100.00	1,100.00	1,166.00	1,235.96
	Training sessions (Schools/Clubs) per season	185.00	185.00	196.10	207.87
	Hire of sports field/preparation fee	720.00	720.00	763.20	808.99
	Key / Loss / damage / breakage deposit	1,100.00	1,100.00	1,166.00	1,235.96
	Preparation Fee	720.00	720.00	763.20	808.99
	VIP Lounge	720.00	720.00	763.20	808.99
	Lights :Fixed (plus hourly rate)	1,540.00	1,540.00	1,632.40	1,730.34
	: Hourly rate	48.00	48.00	50.88	53.93
	HIRE OF STADIUM				
	Other than sport	2,500.00	2,500.00	2,650.00	2,809.00
	Key / Loss / damage / breakage deposit	2,000.00	2,000.00	2,120.00	2,247.20
	Music festivals/events /commercial use	23,000.00	23,000.00	24,380.00	25,842.80
	Key / Loss / damage / breakage deposit	32,000.00	32,000.00	33,920.00	35,955.20
	HIRE OF HALL NO. 4				
	Indoor sport	160.00	160.00	169.60	179.78
	Hire of cafeteria/bar	320.00	320.00	339.20	359.55
	Key / Loss / damage / breakage deposit	1,100.00	1,100.00	1,166.00	1,235.96

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	PRACTICE SESSIONS FOR ATHLETICS				
	Season ticket for individuals	170.00	170.00	180.20	191.01
	Individual per session	43.00	43.00	45.58	48.31
	GROUPS:				
	1 - 10 per session	75.00	75.00	79.50	84.27
	11 - 20 per session	96.00	96.00	101.76	107.87
	21 - 30 per session	122.00	122.00	129.32	137.08
	31 - 40 per session	150.00	150.00	159.00	168.54
	41 - 60 per session	175.00	175.00	185.50	196.63
	61 and more per session	255.00	255.00	270.30	286.52
1.2.6	**Galeshewe Stadium**				
	Sport per day	1,000.00	1,000.00	1,060.00	1,123.60
	Key / Loss / damage / breakage deposit	1,350.00	1,350.00	1,431.00	1,516.86
	Other than sport	4,500.00	4,500.00	4,770.00	5,056.20
	Key / Loss / damage / breakage deposit	2,000.00	2,000.00	2,120.00	2,247.20
	Music festivals/events /commercial use	18,000.00	18,000.00	19,080.00	20,224.80
	Key / Loss / damage / breakage deposit	31,000.00	31,000.00	32,860.00	34,831.60
	Lights :Fixed (plus hourly rate)	3,100.00	3,100.00	3,286.00	3,483.16
	: Hourly rate	90.00	90.00	95.40	101.12
1.2.7	**Galeshewe Arena**				
	Hire of arena per day	390.00	390.00	413.40	438.20
	Hire of hall per day	200.00	200.00	212.00	224.72
	Key / Loss / damage / breakage deposit	650.00	650.00	689.00	730.34
	Music festivals/events /commercial use	5,900.00	5,900.00	6,254.00	6,629.24
	Key / Loss / damage / breakage deposit	12,000.00	12,000.00	12,720.00	13,483.20
	Lights :Fixed (plus hourly rate)	50.00	50.00	53.00	56.18
	: Hourly rate	14.00	14.00	14.84	15.73
1.2.8	**West-End Indoor Facility**				
	Competitive sport -				
	Prior occupation per day	685.00	733.00	776.98	823.60
	Main Hall (per day)	1,610.00	1,723.00	1,826.38	1,935.96
	Key / Loss / damage / breakage deposit	1,600.00	1,712.00	1,814.72	1,923.60
	Small Hall (per day)	1,000.00	1,070.00	1,134.20	1,202.25
	Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
	Training sessions -				
	Main Hall (per hour)	165.00	177.00	187.62	198.88
	Key / Loss / damage / breakage deposit	250.00	268.00	284.08	301.12
	Small Hall (per hour)	120.00	128.00	135.68	143.82
	Key / Loss / damage / breakage deposit	220.00	235.00	249.10	264.05
	Other than sport -				
	Prior occupation per day	800.00	856.00	907.36	961.80
	Main Hall	2,000.00	2,140.00	2,268.40	2,404.50
	Key / Loss / damage / breakage deposit	2,000.00	2,140.00	2,268.40	2,404.50
	Small Hall	1,120.00	1,198.00	1,269.88	1,346.07
	Key / Loss / damage / breakage deposit	1,200.00	1,284.00	1,361.04	1,442.70
	Commercial use -				
	Prior occupation per day	820.00	878.00	930.68	986.52
	Main Hall (per day)	4,500.00	4,815.00	5,103.90	5,410.13
	Key / Loss / damage / breakage deposit	13,300.00	14,231.00	15,084.86	15,989.95
	Small Hall (per day)	2,000.00	2,140.00	2,268.40	2,404.50
	Key / Loss / damage / breakage deposit	2,000.00	2,140.00	2,268.40	2,404.50
	Kitchen (per day)	570.00	610.00	646.60	685.40
	Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25

	PRESENT TARIFFS 2018-07-01 R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Braai (per day)	600.00	642.00	680.52	721.35
Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
Conference room	600.00	642.00	680.52	721.35
Key / Loss / damage / breakage deposit	700.00	749.00	793.94	841.58

1.2.9 **West-End Club**

Commercial use -				
Prior occupation per day	880.00	941.60	998.10	1,057.98
Main Hall (per day)	4,300.00	4,601.00	4,877.06	5,169.68
Key / Loss / damage / breakage deposit	10,500.00	11,235.00	11,909.10	12,623.65
Competitive sport -				
Prior occupation per day	750.00	802.50	850.65	901.69
Main Hall (per day)	1,000.00	1,070.00	1,134.20	1,202.25
Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
Training sessions -				
Main Hall (per hour)	165.00	176.55	187.14	198.37
Key / Loss / damage / breakage deposit	270.00	288.90	306.23	324.61
Main Hall (other than specified)	2,250.00	2,407.50	2,551.95	2,705.07
Key / Loss / damage / breakage deposit	2,250.00	2,407.50	2,551.95	2,705.07
Kitchen	570.00	609.90	646.49	685.28
Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
Braai area	600.00	642.00	680.52	721.35
Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
Trog Bar	800.00	856.00	907.36	961.80
Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
Soccer Field	570.00	609.90	646.49	685.28
Key / Loss / damage / breakage deposit	800.00	856.00	907.36	961.80
Cricket field	570.00	609.90	646.49	685.28
Key / Loss / damage / breakage deposit	800.00	856.00	907.36	961.80
Air Conditioner	650.00	695.50	737.23	781.46
Deposit on hiring of facilities	50% of total	50% of total	50% of total	50% of total
(Within 7 days of the request for the reservation)	amount	amount	amount	amount

Cancellation

If a reservation is cancelled within 30 days of occupation the refund to the client will be 50% of the deposit amount paid.

If a reservation is cancelled within 10 days of occupation the client will forfait the total deposit amount paid.

Conditions

1. Right of admission reserved.
2. Facility used at own risk.
3. Total reservation fee to be paid within 10 (ten) days of booking.
4. Payment to be made in relation to booking.
5. Facility may not be used unless payment is received in advance.
6. Use of the facility will not be allowed unless a contract has been completed and signed by the Lessee.
7. No equipment may be removed from the facility.
8. Facility to be left in same condition as it was found on occupation.
9. Lessee will be held responsible for any littering, damages or loss of any equipment of the property and strict action will be taken against such lessee.
10. Losses and breakages of any items brought onto the premises by the lessee will not be compensated by the lessor of this facility.
11. A pre occupation fee payable if the lessee needs to decorate the hall one day or more before the function.
12. Canceling of bookings - see cancellations.
13. No private liquor allowed on premises. No private bar allowed on premises. Strict adherence to the aforementioned can lead to arrest, prohibition from the facility and forteiture of total deposit.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	14. A market related corkage fee may be charged for wine and champagne.				
	15. The playing of musical instruments, live musical performances and any other form of amplified music is prohibited outdoors. The playing of music will be allowed indoor only until 24:00.				
	16. Ignorance of any of the above can lead to: Arrest, prohibition from the facility and forfeiture of total deposit.				
	17. All reservations will be accommodated on the basis of first come first served.				
	18. Funerals to be charged asper item 1.9.5				
	If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit , which is refundable ,is payable.				
	* Registered Welfare Organisations				
	* Registered Non-profitable Organisations				
	* Schools and Churches				
	NB. Government Departments to pay full tariff.				
	If a contract is drawn up with a specific Provincial or National body for the hire of any of the facilities for sport (seasonal), the fee is R37 000-00 for the season				
	Deposit for reservation = 25% of total reservation fee to be paid within 7 days of booking.				
	Cancellation fee = 25% of total reservation fee.				
1.2.10	**Open Mine Caravan Park**				
	Caravans - (per Caravan)	130.00	139.10	147.45	156.29
	- (per person)	65.00	69.55	73.72	78.15
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	95.00	101.65	107.75	114.21
	- (per person)	60.00	64.20	68.05	72.14
	Pensioners - (per Caravan)	90.00	96.30	102.08	108.20
	- (per person)	60.00	64.20	68.05	72.14
	Tent (per site)	95.00	101.65	107.75	114.21
	(per person)	75.00	80.25	85.07	90.17
	Day Visitors:				
	Car (per car)	75.00	80.25	85.07	90.17
	(per person)	80.00	85.60	90.74	96.18
	Bus (per bus)	370.00	395.90	419.65	444.83
	(per person)	65.00	69.55	73.72	78.15
1.3	**BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.3.1	**West-End and Kenilworth Cemeteries**				
	Re-opening (casket)	950.00	1,020.00	1081.20	1146.07
	Re-opening (adults)	775.00	830.00	879.80	932.59
	Re-opening (babies)	620.00	660.00	699.60	741.58
	Burial of ashes	200.00	220.00	233.20	247.19
	Grave fees (adult)	1,300.00	1,400.00	1484.00	1573.04
	Grave fees (children under 7)	1,000.00	1,070.00	1134.20	1202.25
	Special graves (casket)	1,830.00	1,970.00	2088.20	2213.49
	Wall of Remembrance (per niche)	900.00	2,070.00	2194.20	2325.85
	Two burials per grave	1,920.00	3,000.00	3180.00	3370.80
	Reserved graves	2,800.00	510.00	540.60	573.04
	Monument erection fee - single graves	470.00	880.00	932.80	988.77
	Monument erection fee - double graves	810.00	1,050.00	1113.00	1179.78
	Sundry payment - Saturday funerals	950.00	1,016.50	1077.49	1142.14

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.3.2	**Roodepan, Greenpoint and Galeshewe Cemeteries**				
	Re-opening (casket)	820.00	880.00	932.80	988.77
	Re-opening (adults)	620.00	670.00	710.20	752.81
	Re-opening (babies)	540.00	580.00	614.80	651.69
	Burial of ashes	200.00	220.00	233.20	247.19
	Grave fees (adult)	800.00	880.00	932.80	988.77
	Grave fees (children under 7)	360.00	390.00	413.40	438.20
	Special graves (casket)	1,580.00	1,700.00	1802.00	1910.12
	Pauper graves	350.00	370.00	392.20	415.73
	Two burials per grave	1,970.00	2,100.00	2226.00	2359.56
	Reserved graves	2,000.00	2,140.00	2268.40	2404.50
	Monument erection fee - single graves	470.00	510.00	540.60	573.04
	Monument erection fee - double graves	820.00	880.00	932.80	988.77
	Sundry payment - Saturday funerals	970.00	1,050.00	1113.00	1179.78
1.3.3	**Ritchie, Motswedimosa and Rietvale Cemeteries**				
	Re-opening (casket)	820.00	880.00	932.80	988.77
	Re-opening (adults)	620.00	670.00	710.20	752.81
	Re-opening (babies)	540.00	580.00	614.80	651.69
	Burial of ashes	200.00	220.00	233.20	247.19
	Grave fees (adult)	800.00	880.00	932.80	988.77
	Grave fees (children under 7)	360.00	390.00	413.40	438.20
	Special graves (casket)	1,580.00	1,700.00	1802.00	1910.12
	Pauper graves	360.00	370.00	392.20	415.73
	Two burials per grave	1,970.00	2,100.00	2226.00	2359.56
	Reserved graves	2,000.00	2,140.00	2268.40	2404.50
	Monument erection fee - single graves	470.00	510.00	540.60	573.04
	Monument erection fee - double graves	820.00	880.00	932.80	988.77
	Sundry payment - Saturday funerals	970.00	1,050.00	1113.00	1179.78
	New Cemetery				
	Re-opening (dome casket/casket)	950.00	1,020.00	1081.20	1146.07
	Re-opening (adults)-normal	775.00	830.00	879.80	932.59
	Re-opening (babies)	620.00	660.00	699.60	741.58
	Burial of ashes	200.00	220.00	233.20	247.19
	Grave fees (adult)	1,300.00	1,400.00	1484.00	1573.04
	Grave fees (children under 7)	1,000.00	1,070.00	1134.20	1202.25
	Special graves (dome casket/casket)	1,830.00	1,970.00	2088.20	2213.49
	Pauper graves	360.00	2,070.00	2194.20	2325.85
	Two burials per grave	1,930.00	3,000.00	3180.00	3370.80
	Reserved graves	2,800.00	510.00	540.60	573.04
	Monument erection fee - single graves	470.00	880.00	932.80	988.77
	Monument erection fee - double graves	820.00	1,050.00	1113.00	1179.78
	Sundry payment - Saturday funerals	940.00	380.00	402.80	426.97
1.3.4	Grave Fees for Deceased Indigent Accountholders	320.00	340.00	360.40	382.02
1.4	**PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				

50% Discount on school groups with a minimum of 30 day visitors (Riverton).
That a 10% levy be charged on the normal tariff on all one-day reservations during weekends and long weekends.
Accommodation cancellation
If a reservation is cancelled within 20 days of occupation the refund to the client will be 85% of the total amount paid.
If a reservation is cancelled within 10 days of occupation the client will forfeit the total deposit amount paid.
No refund will be made to a client who does not arrive or who departs prior to the departure date.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Accommodation deposit				
	A deposit must be paid within 48 hours of the date of the request for a reservation. Deposit amount is 75% of total amount.				
	Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Deposits for such reservations will be the full amount of the reservation with the provision that payments being received within the month the reservation has been done.				
	***No free entry for Riverton residents				
	All Resorts - Festivals /events (see condition no 33)	as per quotation	as per quotation	as per quotation	as per quotation
1.4.1	**Riverton Pleasure Resort**				
	Chalets/Villas				
	Basic tariff per unit	125.00	135.00	143.10	151.69
	Per bed available in the unit	180.00	190.00	201.40	213.48
	With the proviso that if a five-bed unit is available and only a four-bed unit is required, the tariff for a four-bed unit is applicable (converted to the nearest multiple of 5).				
	Rondavels				
	Basic tariff per unit	74.00	78.00	82.68	87.64
	Per bed available in the unit	125.00	135.00	143.10	151.69
	If group bookings are made where more than 50 beds are required, a 15% discount becomes applicable.				
	Upgraded Rondavels : Basic tariff per unit	105.00	111.00	117.66	124.72
	Upgraded Rondavels : Per bed available in the unit	140.00	148.00	156.88	166.29
	Caravan Park				
	Caravan (per day)	105.00	111.00	117.66	124.72
	Per person (per day)	50.00	53.00	56.18	59.55
	Caravan Clubs (minimum of 15 caravans)				
	(excluding December holidays)	30% discount	30% discount	30% discount	30% discount
	Pensioners (excluding December holidays)	40% discount	40% discount	40% discount	40% discount
	Super Tube per ride	5.00	5.50	5.83	6.18
	Day visitors	40.00	42.00	44.52	47.19
	Day visitors (1 May - 31 August)	25.00	26.50	28.09	29.78
	Cars	30.00	31.50	33.39	35.39
	Season ticket (minimum 100 tickets)	50% discount	50% discount	50% discount	50% discount
	Boats	75.00	80.00	84.80	89.89
	Hall (for period of 24 hours)	535.00	567.00	601.02	637.08
	Key / Loss / damage / breakage deposit				
	Chalets and Villas	500.00	530.00	561.80	595.51
	Rondavels	500.00	530.00	561.80	595.51
	Hall	500.00	530.00	561.80	595.51
	Group reservations	5,600.00	5,936.00	6292.16	6669.69
	For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or part thereof. In the event of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability.				
1.4.2	**Langleg Pleasure Resort**				
	Chalets	125.00	135.00	143.10	151.69
	Basic tariff per unit	115.00	122.00	129.32	137.08
	Per bed available in the unit				
	Rondavels				
	Basic tariff per unit	74.00	78.00	82.68	87.64
	Per bed available in the unit	36.00	40.00	42.40	44.94
	Entire Resort: (Chalets, Rondavels, Hall, Dormitories, Ablutions, Day visitors area)				
	(Key deposit of R19000-00 as well as payment for 15 (fifteen) security guards from a recognized security company on the day of the festival is compulsory)	35000.00	37,100.00	39326.00	41685.56

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Key / Loss / damage / breakage deposit				
Resort	18,000.00	19,080.00	20224.80	21438.29
Chalets	500.00	530.00	561.80	595.51
Rondavels	500.00	530.00	561.80	595.51
Camping sites				
Tent 6 persons(per day)	95.00	100.00	106.00	112.36
Per person (per day)	50.00	53.00	56.18	59.55
Caravans				
Per caravan (per day)	110.00	117.00	124.02	131.46
Per person (per day)	60.00	64.00	67.84	71.91
Hall				
24-hour period	1,200.00	1,272.00	1348.32	1429.22
Per person	35.00	37.00	39.22	41.57
Key / Loss / damage / breakage deposit	500.00	530.00	561.80	595.51
Day visitors				
Per person	40.00	42.00	44.52	47.19
Cars	30.00	32.00	33.92	35.96
Group accommodation				
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52
Per person per night (without bedding)	100.00	106.00	112.36	119.10
Per person per night (with bedding)	120.00	127.00	134.62	142.70

For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or a part thereof. In the event of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, sugject to availability.

1.4.3 **Rekaofela and Transka Pleasure Resorts**

Chalets : Rekaofela				
Basic tariff per unit	155.00	164.00	173.84	184.27
Per bed available in the unit	185.00	196.00	207.76	220.23
(Amount converted to the nearest multiple of 5).				
Key / Loss / damage / breakage deposit	500.00	530.00	561.80	595.51
Chalets : Transka				
Basic tariff per unit	125.00	135.00	143.10	151.69
Per bed available in the unit	125.00	135.00	143.10	151.69
Key / Loss / damage / breakage deposit	500.00	530.00	561.80	595.51
Caravan Park :Transka				
Caravan (per day)	115.00	122.00	129.32	137.08
Per person (per day)	60.00	64.00	67.84	71.91
Group accommodation				
Transka - per person per night (with bedding)	115.00	122.00	129.32	137.08
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52
Rekaofela - per person per night	135.00	143.00	151.58	160.67
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52

	PRESENT TARIFFS	PROPOSED TARIFFS 2019-07-01	PROPOSED TARIFFS 2020-07-01	PROPOSED TARIFFS 2021-07-01
	R	R	R	R
Hall - (24-hour period) Kopano	1,050.00	1,113.00	1179.78	1250.57
- (48-hour period)	1,100.00	1,166.00	1235.96	1310.12
- (72-hour period)	1,150.00	1,219.00	1292.14	1369.67
- (96-hour period)	1,200.00	1,272.00	1348.32	1429.22
(More than 96 hours)	1,750.00	1,855.00	1966.30	2084.28
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52
Training Centre - Mongano Hall				
Per person per night	135.00	143.00	151.58	160.67
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52
Hall - (24-hour period)	2,250.00	2,385.00	2528.10	2679.79
- (48-hour period)	2,350.00	2,491.00	2640.46	2798.89
- (72-hour period)	2,500.00	2,650.00	2809.00	2977.54
- (96-hour period)	2,600.00	2,756.00	2921.36	3096.64
(More than 96 hours)	4,450.00	4,717.00	5000.02	5300.02
Key / Loss / damage / breakage deposit	1,500.00	1,590.00	1685.40	1786.52
Prior occupation	1,000.00	1,060.00	1123.60	1191.02
Recreation Hall - Riverside Hall				
Hall - (24-hour period)	5,600.00	5,936.00	6292.16	6669.69
- (48-hour period)	5,800.00	6,148.00	6516.88	6907.89
- (72-hour period)	5,900.00	6,254.00	6629.24	7026.99
- (96-hour period)	6,100.00	6,466.00	6853.96	7265.20
(More than 96 hours)	6,700.00	7,102.00	7528.12	7979.81
Prior occupation (per day)	570.00	604.00	640.24	678.65
Key / Loss / damage / breakage deposit	2,500.00	2,650.00	2809.00	2977.54
Meals and refreshments				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
Catering at Rekaofela Resort is compulsory				
No outside Caterers are allowed to do catering at this facility				
Daily conference tariff per person per day for a minimum of 20-40 delegates.	680.00	721.00	764.26	810.12
Daily conference tariff per person per day for less than 20 delegates,	800.00	848.00	898.88	952.81
Breakfast	52.00	55.00	58.30	61.80
	55.00	58.00	61.48	65.17
	66.00	70.00	74.20	78.65
	77.00	82.00	86.92	92.14
	88.00	93.00	98.58	104.49
	101.00	107.00	113.42	120.23
	135.00	143.00	151.58	160.67
Lunch / Dinner	66.00	70.00	74.20	78.65
	77.00	82.00	86.92	92.14
	83.00	88.00	93.28	98.88
	88.00	93.00	98.58	104.49
	83.00	88.00	93.28	98.88
	95.00	101.00	107.06	113.48
	100.00	106.00	112.36	119.10
	105.00	111.00	117.66	124.72
	110.00	117.00	124.02	131.46
	115.00	122.00	129.32	137.08
	121.00	128.00	135.68	143.82
	132.00	140.00	148.40	157.30
	140.00	148.00	156.88	166.29
	150.00	159.00	168.54	178.65
	176.00	187.00	198.22	210.11

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Poeding	30.00	32.00	33.92	35.96
	35.00	37.00	39.22	41.57
	45.00	48.00	50.88	53.93
Additional meals				
Finger lunch per person	50.00	53.00	56.18	59.55
	66.00	70.00	74.20	78.65
	72.00	76.00	80.56	85.39
	95.00	101.00	107.06	113.48
	110.00	117.00	124.02	131.46
Spitbraai per person	220.00	233.00	246.98	261.80
	255.00	270.00	286.20	303.37
	290.00	307.00	325.42	344.95
Weddings per person	235.00	250.00	265.00	280.90
	255.00	270.00	286.20	303.37
	300.00	320.00	339.20	359.55
	340.00	360.00	381.60	404.50
Coffee/Tea & Refreshments				
Coffee/Tea (per person)	20.00	22.00	23.32	24.72
Coffee/Tea & refreshments (per person)	50.00	54.00	57.24	60.67
Coffee/Tea & muffens (per person)	44.00	46.50	49.29	52.25
Tableclothes (weddings) each	55.00	58.00	61.48	65.17
Crockery and cutlery (per day)	330.00	350.00	371.00	393.26
Overhead projector (per day)	65.00	69.00	73.14	77.53
Video machine (per day)	60.00	64.00	67.84	71.91
Television (per day)	50.00	42.00	44.52	47.19
Flip chart	40.00	42.00	44.52	47.19
Flip chart paper (per batch)	275.00	291.50	308.99	327.53
Cool room (24-hours)	110.00	116.50	123.49	130.90
Data Projector (per day)	220.00	233.00	246.98	261.80
Printing charges and phone calls				
Paper prints - A4	9.00	10.00	10.60	11.24
Paper prints - A3	13.00	14.00	14.84	15.73
Fax - A4	22.00	23.00	24.38	25.84
Day Visitor Tariff				
Per person (Transka)	40.00	23.00	24.38	25.84
Per person Seasonal (Transka) Easter/ December till 10th of January	60.00	63.50	67.31	71.35
School children out of season (Transka)	11.00	11.50	12.19	12.92
Winter Period (I May till 31st July	11.00	11.50	12.19	12.92
Buses (15 Seater and more) / Cars	30.00	31.50	33.39	35.39
Putt-Putt	20.00	21.00	22.26	23.60

For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or part thereof. In the of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability.

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Hire of Lapas				
Lapa A	400.00	400.00	424.00	449.44
Lapa B	400.00	400.00	424.00	449.44
Lapa C	450.00	450.00	477.00	505.62
Key / Loss / damage / breakage deposit	500.00	500.00	530.00	561.80

Cancellation fee on Conferences, Seminars and Training sessions is 25% of the total reservation fee.

1.4.4 **Adventure Centre**

Course fees				
Instruction (per activity, per person)	450.00	450.00	477.00	505.62
1-Activity introduction (per person) - instruction, refreshments, equipment	500.00	500.00	530.00	561.80
Instructor's fees				
Instructor's fees per day (with OAA Level 2 training)	450.00	450.00	477.00	505.62
Instructor's fees per day (with OAA Level 3 training)	500.00	500.00	530.00	561.80
Instructor's transport costs (per Km)	5.50	5.50	5.83	6.18

Cancellation fee is 25% of the total reservation fee.

CONDITIONS:

1. Right of admission reserved.
2. Entry at own risk.
3. Private parties are not allowed in any accommodation.
4. Noise or disturbing music is not allowed.
5. The refund of key deposits between 07:00 - 11:30, after the chalet has been checked by a member of the Resort Staff.
6. No refunds during weekends.
7. No parking on grass or paving areas.
8. No bedding and equipment may be removed from the chalets or may be used outside the chalet.
9. A day is calculated from 15:00 - 11:00 the next day.
10. No day visitors are allowed at the chalets without the knowledge of the Manager.
11. Day visitors must leave the premises at 18:00.
12. The amount of people will be determined by the amount of beds in the chalets.
13. No animals are allowed in the Resort.
14. Payment to be made in relation to the booking made.
15. If the chalets are evacuated later than 11:00, an additional tariff will be charged.
16. The chalets must be left in the same condition as it was found on occupation.
17. The visitors will be responsible for any damages or loss of any equipment in the chalets.
18. Strict action will be taken against any person who damages or removes any equipment or belongings of the Sol Plaatje Pleasure Resorts.
19. No visitor has the authority to choose his chalet or stand to be occupied.
20. Hotplates may only be used to cook on and not as heaters.
21. No tents may be erected next to accommodation units.
22. Ignorance or any of the above can lead to (*without refunding of any payment made in advance)* arrests, prohibitance from the Resort and no refunds on key deposits.
23. The management has the authority to determine whether any occupier's behaviour is acceptable to the Resort Manager.
24. Normal meal hours will be: 08:00 - 09:00; 13:00 - 14:00; 18:00 - 19:00. A levy of 10% will be charged on all meals taken outside the normal meal hours.
25. There will be no refund of the payment should the occupier cancel any time during their visit or should the person be prohibited from the resort.
26. All meals at weddings will be served not later than 20H00 and the kitchen will be closed at 22h30. A levy equal to the key deposit on the hall will be charged in the case of exceeding the prescribed hours.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	27. No private caterers or private individuals are allowed to use any catering equipment or kitchen facilities or any resourses of the Rekaofela Resort for personnel or private use.				
	28. The serving of meals in all cases will not exceed the 2.5 hour prescribed time frame.				
	29. In the event of catering at Rekaofela, all payments must be received 5 days prior to the actual reservation date. In the case of not receiving payment in the prescribed period no catering will be done, the reservation cancelled and the cancellation fee is applicable.				
	30. All individuals, private institutions, schools, political parties, private companies, wedding arrangements, family reunions etc. must pay upfront before any service are to be rendered.				
	31. In the event of outstanding accounts, no new reservations will be eccepted before all outstanding payments have been received. Where state departments are involved, no service will be provided without an official order at least 4 days prior to the reservation.(see cancellation fee)				
	32. Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Such reservations will be accommodated well in advance of 1/2 day reservations with the provision that payments being received within the month the reservation has been done.				
	33. An application for hire of a resort to stage a festival / event should be made on the relevant application form, after which the Resort Manager will compile a quotation and submit same to the CFO for approval.				
1.4.5	**PERSONNAL HEALTH**				
	PATIENT INFORMATION FROM CLINICS				
	Per enquiry per person	400.00	424.00	449.44	476.41
1.5	**HOUSING (SERVICES & INFRASTRUCTURE)**				
	That the rental on all Municipal Renting Schemes be increased as				
	per National Housing Guidelines as per the following based on market related rentals:				
	Impala Court				
	1 Bedroom	1,370.00	1,500.00	1590.00	1685.40
	2 Bedroom	1,720.00	1,900.00	2014.00	2134.84
	Hercules Court				
	1 Bedroom	1,520.00	1,650.00	1749.00	1853.94
	2 Bedroom	1,880.00	2,000.00	2120.00	2247.20
	Holland Court				
	1 Bedroom	2,050.00	2,200.00	2332.00	2471.92
	2 Bedroom	2,450.00	2,700.00	2862.00	3033.72
	3 Bedroom	2,630.00	2,900.00	3074.00	3258.44
	Bachelor	1,770.00	1,950.00	2067.00	2191.02
	Newton Court				
	1 Bedroom	2,250.00	2,450.00	2597.00	2752.82
	2 Bedroom	2,770.00	3,000.00	3180.00	3370.80
	3 Bedroom	3,170.00	3,450.00	3657.00	3876.42
	Tiffany Court				
	2 Bedroom	2,780.00	3,000.00	3180.00	3370.80
	Eugenie Court				
	1 Bedroom	2,230.00	2,400.00	2544.00	2696.64
	2 Bedroom	2,650.00	2,900.00	3074.00	3258.44
	Jonker Court				
	1 Bedroom	1,840.00	2,000.00	2120.00	2247.20
	2 Bedroom	2,230.00	2,400.00	2544.00	2696.64
	Eureka Court				
	1 Bedroom	1,840.00	2,000.00	2120.00	2247.20
	2 Bedroom	2,230.00	2,450.00	2597.00	2752.82
	Krisant Court				
	1 Bedroom	1,760.00	1,900.00	2014.00	2134.84
	2 Bedroom	2,250.00	2,450.00	2597.00	2752.82
	Roodepan Flats				
	1 Bedroom	660.00	730.00	773.80	820.23
	2 Bedroom	1,100.00	1,200.00	1272.00	1348.32
	3 Bedroom	1,500.00	1,650.00	1749.00	1853.94

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Flamingo Court				
	1 Bedroom	1,150.00	1,250.00	1325.00	1404.50
	2 Bedroom	1,450.00	1,600.00	1696.00	1797.76
	Bachelor	1,050.00	1,150.00	1219.00	1292.14
	Carports				
	Carport with locking facility (per month)	95.00	110.00	116.60	123.60
	Carport without locking facility (per month)	45.00	50.00	53.00	56.18
	Key deposit	110.00	150.00	159.00	168.54
	Administration fee	140.00	170.00	180.20	191.01
	By-pass houses				
	7 Villiers street	1,630.00	1,850.00	1961.00	2078.66
	9 Villiers street	1,550.00	1,700.00	1802.00	1910.12
	27a St Augustines road	1,700.00	1,850.00	1961.00	2078.66
	28 St Augustines road	1,940.00	2,100.00	2226.00	2359.56
	29 St Augustines road	1,535.00	1,650.00	1749.00	1853.94
	20 Auction	1,675.00	1,850.00	1961.00	2078.66
	4 Marriott	1,530.00	1,700.00	1802.00	1910.12
	21 Diebel	2,065.00	2,250.00	2385.00	2528.10
	13 Fuller	1,365.00	1,500.00	1590.00	1685.40
	49 Jacobson	2,335.00	2,500.00	2650.00	2809.00
	183 Barkly	970.00	1,050.00	1113.00	1179.78
	185 Barkly	1,155.00	2,300.00	2438.00	2584.28
	30 Meyer	3,115.00	3,400.00	3604.00	3820.24
	West end Nursery house	1,695.00	1,850.00	1961.00	2078.66
	Pioneer cemetery house	447.00	490.00	519.40	550.56
	104a Waterworks street	1,910.00	2,100.00	2226.00	2359.56
	Administration fee	140.00	150.00	159.00	168.54
	Santa centre				
	Rental units	60.00	70.00	74.20	78.65
	Dingaan family units				
	Bachelor	265.00	290.00	307.40	325.84
	1 Bedroom	298.00	320.00	339.20	359.55
	Selling Scheme				
	Administration charges	90.00	100.00	106.00	112.36
	Insurance	43.00	45.00	47.70	50.56
	Informal housing				
	Occupation fee	110.00	120.00	127.20	134.83
1.6	**MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)**				
	Hire				
	Office (per m2) per month	30.00	31.46	33.35	35.35
	Cold rooms per month				
	Outsdie	2,860.00	3001.14	3,181.21	3,372.08
	Inside	5,700.00	5986.54	6,345.73	6,726.48
	Outside buildings (per m2) per month	35.30	37.08	39.30	41.66
	Parking per month	60.00	64.05	67.89	71.97
	Transaction fees per transaction	1.10	1.13	1.20	1.27
	Ripening fees per pallet per day	18.40	19.50	20.67	21.91
	Ripeninf fees per box per da	4.50	4.77	5.06	5.36
	Hiring of the Lapa	1,200.00	1,272.00	1,348.32	1,429.22
	Small trollies per day				
	Trolley	5.35	5.62	5.96	6.31
	Pallet jack	25.70	26.97	28.59	30.30
	Storage (per m2) per month	10.70	11.24	11.91	12.63
	Big trollies (plus refundable deposits of R10.00)	10.00	10.6	11.236	11.91016

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.7	**SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)**				
	Lowered curbing per meter	229.00	242.74	257.30	272.74
	Per safety pole on sidewalk	206.00	218.36	231.46	245.35
	Tar patching work per m2 -				
	area ÷ 30mm thickness installed	344.00	364.64	386.52	409.71
	Application fee for upgrading of sidewalk per square meter	2.00	2.12	2.25	2.38
	Application and advertisement for closure of road	5,000.00	5,300.00	5618.00	5955.08
	Red soil and Gravel:				
	Sale of red soil and gravel to institutes, e.g. Schools, Churches, District Council etc				
	- Collected at stockpile per 5 m3 (Truck)	800.00	848.00	898.88	952.81
	- Delivery in Kimberley per 5 m3	1,500.00	1,590.00	1685.40	1786.52
	Lowered kerbs inspections	80.00	84.80	89.89	95.28
	Erf peg inspections (per inspection)	135.00	143.10	151.69	160.79
1.8	**URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)**				
1.8.1	**Building Control Section**				
	Building Plan Inspection Fees				
	The fees for the approval of building plans of all buildings (including covered stoep, veranda's, carports and outbuildings) calculated along the external walls on each floor and excluding the areas of external staircases, chimney breasts, architectural features and eaves, are as floows:				
	The minimum charge for any approval	672.00	712.32	755.06	800.36
	Minor building work as defined in the definitions of the NBR	672.00	712.32	755.06	800.36
	Swimming Pool	672.00	712.32	755.06	800.36
	Boundary Wall - Plan Submission	672.00	712.32	755.06	800.36
	Cellphone Mast - Plan Submission	990.00	990.00	1049.40	1112.36
	Re-inspection of defective work (every inspection more than two)	672.00	672.00	712.32	755.06
	Re-submission of lapsed plans	1,210.00	1,282.60	1359.56	1441.13
	Alterations to drainage systems	550.00	583.00	617.98	655.06
	For all new buildings per m2	17.15	18.18	19.27	20.43
	For all as-built buildings, completed or under construction	82.00	86.92	92.14	97.66
	For new buildings over 500m2 (per m2)	15.00	15.90	16.85	17.87
	For all new buildings per m2 exceeding 1000m2	14.00	14.84	15.73	16.67
	Per Government subsidized house	67.00	71.02	75.28	79.80
	For additions to any existing building per m2	17.00	18.02	19.10	20.25
	For additions over 500m2 (per m2)	15.00	15.90	16.85	17.87
	For additions of buildings per m2 exceeding 1000m2	14.00	14.84	15.73	16.67
	For business temporary structure/s per square meter	10.00	10.60	11.24	11.91
	For any government building/s per square meter	17.00	18.02	19.10	20.25
	For residential temporary structure per square meter	5.00	5.30	5.62	5.96
	For internal alterations to existing buildings.				
	Between 0 & 250m2 any existing building	1,010.00	1,070.60	1134.84	1202.93
	Between 250 & 500m2 any existing building	1,145.00	1,213.70	1286.52	1363.71
	Between 500 & 750m2 any existing building	1,950.00	2,067.00	2191.02	2322.48
	Between 750 & 1000m2 any existing building	3,740.00	3,964.40	4202.26	4454.40
	Between 1000 & 5000m2 any existing building	7,120.00	7,547.20	8000.03	8480.03
	Between 5000 & 10000m2 any existing building	11,756.00	12,461.36	13209.04	14001.58
	Private Contractors - Council supervision				
	per house type (over and above inspection fees)	135.00	143.10	151.69	160.79
	Postage of Plans less than weigh 1Kg	201.00	213.06	225.84	239.39
	Postage of Plans less than weigh 2Kg	403.00	427.18	452.81	479.98
	Postage of Plans less than weigh 5Kg	806.00	854.36	905.62	959.96
	Postage of Plans less than weigh 7Kg	1,613.00	1,709.78	1812.37	1921.11
	Postage of Plans exceeding weigh 7Kg	2,688.00	2,849.28	3020.24	3201.45
1.8.1.2	**Building Control Penalty and Fine schedule for Law-Enforcement (New)**				
	Demolition Permit	990.00	1,049.40	1112.36	1179.11
	Temporary Occupancy	990.00	1,049.40	1112.36	1179.11
	Section 7 (6) Approval	5,500.00	5,830.00	6179.80	6550.59
	Accumulative daily fine CIB	135.00	143.10	151.69	160.79
	Under construction illegal work per m2	82.00	86.92	92.14	97.66

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Submission fee for completed illegal work per m2	82.00	86.92	92.14	97.66
Dumping building rubble exceed 30days per m3	270.00	286.20	303.37	321.57
Dumping building rubble exceed 60days per m3	404.00	428.24	453.93	481.17
Encroachment to council land (per day)	135.00	143.10	151.69	160.79
Failing to display building permit onsite	672.00	712.32	755.06	800.36
Aggressive FDBP (per day)	135.00	143.10	151.69	160.79
Structure as nuisance in terms of Section 10	135.00	143.10	151.69	160.79
Aggressive structure as nuisance	1,345.00	1,425.70	1511.24	1601.92
Unauthorised erected public tent 500-1000m2	672.00	712.32	755.06	800.36
Unauthorised erected public tent 1000-5000m2	1,345.00	1,425.70	1511.24	1601.92
Unauthorised erected public tent 2000-10000m2	2,688.00	2,849.28	3020.24	3201.45
Unauthorised erected public tent 10000-above	6,720.00	7,123.20	7550.59	8003.63
Unauthorised erected artist stage	2,016.00	2,136.96	2265.18	2401.09
Unauthorised demolising of structure/s	6,720.00	7,123.20	7550.59	8003.63
Unauthorised occupying building/s	3,360.00	3,561.60	3775.30	4001.81
Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with				
SPLUM Act (Act 16 of 2013): Basic fee plus	2,822.00	2,991.32	3170.80	3361.05
Rezoning	1,035.00	1,097.10	1162.93	1232.70
Consent use / Conditional uses	1,035.00	1,097.10	1162.93	1232.70
Phasing of Layout Plan	562.00	595.72	631.46	669.35
All Departures to be approved by Council (except delegated departures)	1,035.00	1,097.10	1162.93	1232.70
Consolidation	562.00	595.72	631.46	669.35
Subdivision:				
Basic subdivision fee	1,035.00	1,097.10	1162.93	1232.70
Thereafter:				
3-10 erven an additional R100-00 (per erf)	112.00	118.72	125.84	133.39
11-50 erven an additional R50-00 (per erf)	56.00	59.36	62.92	66.70
51 and above erven an additional R10-00 (per erf)	12.00	12.72	13.48	14.29
Advertising deposit per application (Local Newspapers)	2,016.00	2,136.96	2265.18	2401.09
Removal, Suspension or Amendment of Title Deed	1,035.00	1,097.10	1162.93	1232.70
Advertising: Government Gazette	5,105.00	5,411.30	5735.98	6080.14
Advertising: Local Newspaper (two placements)	3,360.00	3,561.60	3775.30	4001.81
Amendment of condition of approval/layout plan of previous Council decision without the basic fee	1,035.00	1,097.10	1162.93	1232.70
Extension of Council approval without basic fee	1,035.00	1,097.10	1162.93	1232.70
Cancellation Fee	405.00	429.30	455.06	482.36
Delegated Departures as per Zoning Scheme:				
Delegated departures (coverage: Erven less than 500 500m² not exceeding 60%)	605.00	641.30	679.78	720.56
Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees)	605.00	641.30	679.78	720.56
Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	605.00	641.30	679.78	720.56
All departures excluding the above for Council approval	1,750.00	1,855.00	1966.30	2084.28

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Home Businesses: Per application only					
(No basic fee)					
Home business registration		740.00	784.40	831.46	881.35
Home business registration (Galeshewe)		740.00	784.40	831.46	881.35
Other:					
Information (without copy costs)		34.00	36.04	38.20	40.49
Zoning Certificate		107.00	113.42	120.23	127.44
CUP Reports/SDF/LUMS/IDP/GURP		1,210.00	1,282.60	1359.56	1441.13
Building Plan research (without copy costs)		34.00	36.04	38.20	40.49
Building statistics - Monthly		201.00	213.06	225.84	239.39
- Annually		1,480.00	1,568.80	1662.93	1762.70

1.8.1.3 **RESIDENTIAL BUSINESS BYLAW 2011**

OFFENCE	**SECT**				
Any person who contravenes or fails to comply with this: The owner/operator of every residential business shall be the dwelling unit on the premises in which the business operates.	4.1 (i)	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: All heavy equipment such as tractors tailors, semi-trailers, or construction equipment mist be garaged screened with plantings or fencing to at least the height of the equipment	4.2	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: One commercial vehicle which is not heavy equipment and which is not more than two tons in rated capacity may be parked outdoors on the property. Additional commercial vehicle must be garaged or screened as for heavy equipment.	4.3	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: Any outdoors lighting fixture newly installed or replaced shall be shield so that it does not produce a strong, direct light beyond the property boundaries. Lighting must be compatible with the character of the district.	4.6 (i)	500.00	530.00	561.80	595.51
Any person who contravenes or fails to comply with this: Hours of operation: In no case shall a residential business be open to the public, including non-resident employees, clients, visitors, deliveries, earlier than 07h00 nor later than 21h00 with the exception of Tuck Shops may operate from 06h00-22h00.	4.7	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: General Nuisances: Any activity that might result in excessive noise, electrical interference, smoke, dust, odours, heat, or glare beyond that which is common to the residential character of the area is prohibited.	4.8	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: Hazardous Materials: No highly toxic, explosive, Flammable, combustible, corrosive, radioactive or similar hazardous materials shall be used, stored, or manufactured on the premises in amounts exceeding those found in normal residential use.	4.9	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: Retails sales: There shall be no sales of services or products on the premises which are not produced on the premises, except those sales which are incidental to the business.	4.1	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: No more two (2) employees who do not live on the premises shall be permitted to work on the premises at any one time for residential business	5.1	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: A residential business may not use more than of the gross floor area of the buildings for business purposes, as in accordance's with the municipality's Land Use Management scheme, from time to time.	5.2	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: Tuck shop shall serve a minimum of at least 60 household and least be at least 200m from formal business opportunity	6.1	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: Tuck shop trade is restricted to general household consumables and liquor sales shall not be permitted.	6.2	2,000.00	2,120.00	2247.20	2382.03
Any person who contravenes or fails to comply with this: Tuck Shops shall only be allowed to operate between the hours of 06h00 to 22h00	6.3	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: Tuck Shops shall be of a separate, permanent structure and must be separated by a wall and/or door from other activities in the residential home, such as sleeping cooking or entertainment areas, if attached to the house	6.4	1,000.00	1,060.00	1123.60	1191.02
Any person who contravenes or fails to comply with this: Tuck shop must adhere to the conditions as prescribed by the Municipality's Environmental Health By-law and must comply with National Building Regulations and Building Standards Act, 1977 **(103 of 1977)**	6.5	1,000.00	1,060.00	1123.60	1191.02

			PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.8.1.4	**BED & BREAKFAST –AND GUESTHOUSE ESTABLISHMENT BYLAW 2011**					
	OFFENCE					
	Any person who contravenes or fails to comply with this: No person may operate a bed and breakfast or a guesthouse facility on any premises unless he/she has comply with all applicable legislation, including:- (a) the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) where all buildings constructed on the premises must comply with this Act and its by-laws; (b) the municipality's applicable Town Planning Scheme with specific reference to parking, floor area ratio, height, coverage and zoning, number or rooms, if prescribed by a Town Planning Scheme applicable to the area where the property is located and with municipality's Outdoor Advertising Signs Bylaws with reference to signage. (c) the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No 54 of 1972)as amended, and the By- laws governing general hygiene requirements for food premises and the transport of food, and the provisions of the National Health Act, 2003, (Act No 61 of 2003) in general. (d) the Broadcasting Act, 1999 (Act No 4 of 1999), as amended, if the lettable room is supplied with a television set; (e) the South African Music Rights Organisation (SAMRO) where a licence is required if background music is to be played to the guests; (f) the Northern Cape Liquor Act 4, 2008 (Act No 4 of 2008) read together with the Liquor Act 59, 2003, (Act 59 of 2003) if liquor, including complimentary drinks, are served to guests; (g) the Tobacco Products Control Amendment Act, 1999 (Act No 12 of 1999), as amended, where it is a requirement that signs are displayed in areas designated for smoking and no-smoking signs are displayed elsewhere;	2.1 (a)-(g)	2,000.00	2,120.00	2247.20	2382.03
	Any person who contravenes or fails to comply with this: The premises must provide: access to bedrooms and bathrooms at all the times for registered guests;	2.2 (a)	2,000.00	2,120.00	2247.20	2382.03
	Any person who contravenes or fails to comply with this: an area where breakfast can be served , adequate for the use of, and easily accessible to any guest on the premises	2.2 (c)	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: A bathroom and toilet for each lettable room suitably placed in a separate compartment which is close to the lettable room and is easily accessible to the guest/s of a lettable room and separate to that of the owner of the facility;	2.2 (d)	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms;	2.3	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: The operation of the facility may not detract from the residential character and amenities of the property or the immediate surroundings;	2.4	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: The facility may not include a place of public assembly or a place of public amusement.	2.6	1,000.00	1,060.00	1123.60	1191.02
	Any person who contravenes or fails to comply with this: At least 20% of residential guest houses' site must be attributed to a garden area for common usage.	2.7	1,000.00	1,060.00	1123.60	1191.02
	Any person who contravenes or fails to comply with this: At least 40% of the commercial guest houses' site must be attributed to a garden area for common usage.	2.8	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: Effective, paved parking, together with the necessary maneuvering area shall be providing on the erf to the satisfaction of the municipality, in accordance to the following ratios: (a) 1 parking space per bedroom or suite; plus (b) 1 parking space for staff; and (c) 1 parking space for visitors	2.9	1,500.00	1,590.00	1685.40	1786.52
	Any person who contravenes or fails to comply with this: A person who wants to operate a bed and breakfast or guest house facility must – (a) be resident on the property; (b) abide by all relevant health, fire, business, labour, town planning and media laws and by-laws; (c) ensure that the application for municipality's special consent to operate a bed and breakfast or guest house facility is accompanied by letters of consent from the registered owners of the adjoining properties; (d) keep all sanitary, ablution and water supply fittings in good working order; (e) keep the premises and all furniture, fittings, appliances, equipment, containers, curtains, covers, hangings and other soft furnishings, table linen, bed linen and cloths of whatever nature used in connection with the facility in a clean, hygienic and good condition at all times; (f) supply fresh linen and unused soap for each letting; and (g) Take adequate measures to eradicate pests on the premises.	5 (a) – (g)	2,000.00	2,000.00	2,000.00	2,000.00

			PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.8.1.5	**CRECHES, CHILDCARE CENTRES AND NURSERY SCHOOLS BYLAW 2011**					
	OFFENCE					
	No person or body of persons shall establish, erect, maintain or conduct a crèche, child care centre or facility, or a crèche-cum-nursery school unless such person or body is in possession of a license from the municipality authorizing him to do so, specifying the premises to which such license relates and stating the number and ages of children permitted to be kept on such premises.	2.1	2,000.00	2120.00	2247.20	2382.03
	Any person who contravenes or fails to comply with this: A license shall not be granted in terms of subsection (1) unless a crèche, child care centre or crèche-cum-nursery school complies with the provisions of these by-laws to the satisfaction of the municipality's officer of health	2.2	2,000.00	2120.00	2247.20	2382.03
	Any person who contravenes or fails to comply with this: A person, or in the case of crèche or crèches-cum-nursery school administered by a body of persons, such body, licensed in terms of subsection (1), shall be responsible for the care and supervision of the children specified in such license and shall at all times be responsible to the municipality for the satisfactory performance of his obligations in terms of such license.	2.3	2,000.00	2120.00	2247.20	2382.03
	Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable.	2.4	1,000.00	1060.00	1123.60	1191.02
	Any person who contravenes or fails to comply with this: A license issued in the form of a certificate of approval must be displayed at all times on the inside of the main door of the child care facility, crèche or crèche-cum-nursery school.	2.5	500.00	530.00	561.80	595.51
	Any person who contravenes or fails to comply with this: The following minimum accommodation and facilities shall be provided in respect of crèche, child care centres and crèches-cum-nursery schools admitting for all-day care children aged 3 years and over but under school-going age.	3.1 (a) - (e)				
	(a) An office		500.00	530.00	561.80	595.51
	(b) A staff room provided that one room may, subject to the approval of the officer of health, be used as an office and staff room combined;		500.00	530.00	561.80	595.51
	(c) An isolation room with a minimum floor area of 2m x 3m, fitted with a built-in wash-hand basin with hot and cold running water and equipped with a first –aid cupboard and equipment and bed or stretcher		500.00	530.00	561.80	595.51
	(d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of $3m^2$ for every child, not more than one-third of the total indoor play area may consist of a covered veranda or stoep, which shall be protected against wind, rain and other inclement weather conditions.		500.00	530.00	561.80	595.51
	(e) A kitchen complying with the following requirements					
	(i) The kitchen including scullery, shall have a minimum floor area of $14m^2$ for a maximum of 30 children accommodated with an additional o,3 m^2 per child for 30 to 100 children and a further 0.1 m^2 per child for every child in excess of		1,000.00	1060.00	1123.60	1191.02
	(ii) The kitchen shall be provided with a double compartment sink, wash-hand basin, vegetable washing sink and where the officer of health deems it necessary; an approved pot-washing sink shall be installed on the premises		500.00	530.00	561.80	595.51
	(iii) In the discretion of the municipality and after due consideration having being given to the manner, amount and nature of cooking undertake on the premises, there shall be provided, immediately above every cooking stove, oven or similar apparatus, a hood or canopy of adequate size, having a flue at least300mm in diameter and in addition such mechanical device as the Municipality shall deem necessary in these circumstances, exhausting to the atmosphere at such a position or manner as is necessary to prevent the discharge there from constituting a nuisance or annoyance to the neighbourhood: provided that where the municipality is satisfied that the purposes of this subsection will be effectively achieved thereby, a mechanical device may be provided instead of a hood or canopy as aforesaid;		1,000.00	1060.00	1123.60	1191.02
	(iv) The washbasins mentioned in paragraph (5)(b) shall be made of stainless steel or other approved impervious material and shall have an adequate and wholesome supply of hot and cold running water effectively distributed and laid over the sinks and wash-hand basins		500.00	530.00	561.80	595.51
	(v) Each bowl of the double –compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres		200.00	212.00	224.72	238.20
	(vi) The draining boards of the sinks shall be fitted with 150 mm splash screens and installed 100mm from any wall surface, and every part of a wall surface within 600mm from any part of the sink or draining board so installed, shall be tiled or given some other approved finish having similar properties to a tiled surface, to a height at least 1.5 m from the floor.		1,000.00	1060.00	1123.60	1191.02
	(vii) The floor of the kitchen shall be of concrete or other similar impervious material		500.00	530.00	561.80	595.51
	(viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws		800.00	848.00	898.88	952.81
	(ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil		1,000.00	1060.00	1123.60	1191.02

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	(x) Ceilings shall be dust proof	500.00	530.00	561.80	595.51
	(xi) All cupboards, shelves and other equipment for the storage of kitchen utensils and equipment shall be of metal and shall be so fitted or situated as to be easily cleaned and not for favour the harbourage of insects, rodents and other vermin;	800.00	848.00	898.88	952.81
	(xii) All worktables shall be constructed of metal with a stainless steel top;	500.00	530.00	561.80	595.51
	(xiii) The stove or other cooking units shall be so installed as to allow easy access between the stove or cooking unit and the adjoining wall surfaces to allow for cleaning;	500.00	530.00	561.80	595.51
	(xiv) Facilities for the storage of vegetables shall be provided;	500.00	530.00	561.80	595.51
	(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs	1,000.00	1060.00	1123.60	1191.02
	(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal	1,000.00	1060.00	1123.60	1191.02
1.8.2	**Advertising**				
	Application fee	320.00	336.00	356.16	377.53
	Directional sign board single once off	1,250.00	1,312.50	1,391.25	1,474.73
	Directional sign board double once off	2,450.00	2,572.50	2,726.85	2,890.46
	LED - Digital Billboard displayed on municipal property per month	1,880.00	1,974.00	2,092.44	2,217.99
	Per banner	300.00	315.00	333.90	353.93
	Per Illegal Boards	375.00	393.75	417.38	442.42
	Per Illegal Boards Additional fee if not removed within 2 (two) weeks	250.00	262.50	278.25	294.95
	NGO's, Churches, Schools etc. deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable	1,250.00	1,312.50	1,391.25	1,474.73
	Political poster deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable	6,250.00	6,562.50	6,956.25	7,373.63
	The above advertising tariffs are subject to a 5% discount only when the following criteria are met:				
	Five (5) or more boards must be placed. The application fee must exceed R1 500-00 for any particular advertising.				
1.8.3	**Plan Printing Charges**				
	Paper prints:				
	Size A4	85.00	90.10	95.51	101.24
	Size A3	11.00	11.66	12.36	13.10
	Size A2	14.00	14.84	15.73	16.67
	Size A1	55.00	58.30	61.80	65.51
	Size A0	81.00	85.86	91.01	96.47
	Opaque Film Prints & Transparent Prints				
	Size A4	21.50	22.79	24.16	25.61
	Size A3	40.00	42.40	44.94	47.64
	Size A2	106.00	112.36	119.10	126.25
	Size A1	148.00	156.88	166.29	176.27
	Size A0	229.00	242.74	257.30	272.74
	Plans plotted by REGIS System				
	Size A4	46.00	48.76	51.69	54.79
	Size A3	62.00	65.72	69.66	73.84
	Size A2	124.00	131.44	139.33	147.69
	Size A1	184.00	195.04	206.74	219.15
	Size A0	218.00	231.08	244.94	259.64

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Paper prints: Color				
	Size A4	5.00	5.30	5.62	5.96
	Size A3	4.00	4.24	4.49	4.76
	Size A2	12.00	12.72	13.48	14.29
	Size A1	60.00	63.60	67.42	71.46
	Size A0	74.00	78.44	83.15	88.14
	Opaque Film Prints & Transparent Prints Color				
	Size A4	24.60	26.08	27.64	29.30
	Size A3	48.00	50.88	53.93	57.17
	Size A2	131.00	138.86	147.19	156.02
	Size A1	178.00	188.68	200.00	212.00
	Size A0	268.00	284.08	301.12	319.19
	Plans plotted by REGIS System - Color				
	Size A4	51.00	54.06	57.30	60.74
	Size A3	93.00	98.58	104.49	110.76
	Size A2	155.00	164.30	174.16	184.61
	Size A1	249.00	263.94	279.78	296.56
	Size A0	264.00	279.84	296.63	314.43
	Other				
	Information (without copy cart)	26.50	28.09	29.78	31.56
	CUP Reports/SDF/LUMS/IDP/GURP	128.00	135.68	143.82	152.45
	Building Plan search fee (without copy cart)	1,340.00	1,420.40	1,505.62	1,595.96
	Building Statistics - Monthly	128.00	135.68	143.82	152.45
	- Annually	1,340.00	1,420.40	1,505.62	1,595.96
	Building Occupancy Certificate	780.00	826.80	876.41	928.99
	Temporary Occupancy	780.00	826.80	876.41	928.99
	Hoarding on Municipal property per square meter	128.00	135.68	143.82	152.45
	Compulsory (removal executed by Municipal) of Building rubble per m3 load	670.00	710.20	752.81	797.98
	Penalty on illegal building structure/s, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on Illegal usage of property other than as zoned, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on Illegal closing of adjacent neighbour access, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on Illegal closing for storm water flow allowance, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on deviation from approved building plan/s, per day and to be attached to account	201.00	213.06	225.84	239.39
	Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	201.00	213.06	225.84	239.39
	Unauthorised sewer connection	1,345.00	1,425.70	1,511.24	1,601.92
	Unauthorised water connection	1,345.00	1,425.70	1,511.24	1,601.92
	Unauthorised electrical connection	1,345.00	1,425.70	1,511.24	1,601.92
	Commencing building work or statutory stages controlled without council authorisation	671.00	711.26	753.94	799.17
	Unauthorised erection of structures for event	20,000.00	21,200.00	22,472.00	23,820.32
1.9	**PARKS & REACREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.9.1	**TARIFFS FOR RECREATION HALL**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	45.00	48.00	50.88	53.93
	Key / Loss / damage / breakage deposit	110.00	118.00	125.08	132.58

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
* Monday - Friday				
07:00 - 12:00 (per session)	320.00	342.00	362.52	384.27
12:00 - 17:00 (per session)	320.00	342.00	362.52	384.27
17:00 - 07:00 (per hour)	400.00	428.00	453.68	480.90
* Saturdays				
A basic fee is charged for 4 hours or part thereof	650.00	695.00	736.70	780.90
For every additional hour which the facility is used an additional tariff is payable	320.00	342.00	362.52	384.27
* Sundays & Public Holidays				
A basic fee is charged for 4 hours or part thereof	700.00	749.00	793.94	841.58
For every additional hour which the facility is used an additional tariff is payable	330.00	353.10	374.29	396.74
* All Dances				
A basic fee is charged for 4 hours or part thereof	2,500.00	2,675.00	2,835.50	3,005.63
For every additional hour which the facility is used an additional tariff is payable	660.00	706.00	748.36	793.26
* Funerals - for 4 hours	600.00	642.00	680.52	721.35
For every additional hour	325.00	348.00	368.88	391.01
Preparation fee (per hour)	400.00	428.00	453.68	480.90
* Key / Loss / damage / breakage deposit	1,100.00	1,177.00	1,247.62	1,322.48

1.9.2 **TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE**

Development Sport				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	45.00	48.00	50.88	53.93
Key / Loss / damage / breakage deposit	110.00	118.00	125.08	132.58
* Monday - Friday				
07:00 - 12:00 (per session)	320.00	342.00	362.52	384.27
12:00 - 17:00 (per session)	320.00	243.00	257.58	273.03
17:00 - 07:00 (per hour)	400.00	428.00	453.68	480.90
* Saturdays				
A basic fee charged for 4 hours or part thereof	650.00	695.00	736.70	780.90
For every additional hour which the facility is used an additional tariff is payable	330.00	353.00	374.18	396.63
* Sundays & Public Holidays				
A basic fee is charged for 4 hours or part thereof	700.00	749.00	793.94	841.58
For every additional hour which the facility is used an additional tariff is payable	330.00	353.00	374.18	396.63
* All Dances				
A basic fee is charged for 4 hours or part thereof	2,500.00	2,675.00	2,835.50	3,005.63
For every additional hour which the facility is used an additional tariff is payable	660.00	706.00	748.36	793.26
* Funerals - for 4 hours	600.00	642.00	680.52	721.35
For every additional hour	325.00	348.00	368.88	391.01
Preparation fee (per hour)	400.00	428.00	453.68	480.90
* Key / Loss / damage / breakage deposit	1,100.00	1,177.00	1,247.62	1,322.48

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.9.3	**TARIFFS FOR FLORIANVILLE HALL**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	45.00	48.00	50.88	53.93
	Key / Loss / damage / breakage deposit	110.00	118.00	125.08	132.58
	* Monday - Friday				
	07:00 - 12:00 (per session)	320.00	342.00	362.52	384.27
	12:00 - 17:00 (per session)	320.00	342.00	362.52	384.27
	17:00 - 07:00 (per hour)	400.00	428.00	453.68	480.90
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	650.00	696.00	737.76	782.03
	For every additional hour which the facility is used an additional tariff is payable	330.00	353.00	374.18	396.63
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	700.00	749.00	793.94	841.58
	For every additional hour which the facility is used an additional tariff is payable	320.00	742.00	786.52	833.71
	* All Dances				
	A basic fee is charged for 4 hours or part thereof	2,500.00	2,675.00	2,835.50	3,005.63
	For every additional hour which the facility is used an additional tariff is payable	660.00	706.00	748.36	793.26
	* Funerals - for 4 hours	600.00	642.00	680.52	721.35
	For every additional hour	325.00	348.00	368.88	391.01
	Preparation fee (per hour)	400.00	428.00	453.68	480.90
	* Key / Loss / damage / breakage deposit	1,100.00	1,177.00	1,247.62	1,322.48
1.9.4	**GARDNER WILLIAMS HALL, GREENPOINT HALL AND GALESHEWE CENTRE (ABATHO BANTU HALL)**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	45.00	48.00	50.88	53.93
	Key / Loss / damage / breakage deposit	110.00	118.00	125.08	132.58
	* Monday - Friday				
	07:00 - 12:00 (per session)	215.00	230.00	243.80	258.43
	12:00 - 17:00 (per session)	215.00	230.00	243.80	258.43
	17:00 - 07:00 (per hour)	215.00	230.00	243.80	258.43
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	600.00	642.00	680.52	721.35
	For every additional hour which the facility is used an additional tariff is payable	300.00	321.00	340.26	360.68
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	620.00	663.00	702.78	744.95
	For every additional hour which the facility is used an additional tariff is payable	330.00	353.00	374.18	396.63
	* Key / Loss / damage / breakage deposit	1,100.00	1,177.00	1,247.62	1,322.48
	* All Dances				
	A basic fee is charged for 4 hours or part thereof	2,500.00	2,675.00	2,835.50	3,005.63
	For every additional hour which the facility is used an additional tariff is payable	660.00	706.00	748.36	793.26

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	* Funerals - for 4 hours	600.00	642.00	680.52	721.35
	For every additional hour	325.00	348.00	368.88	391.01
	Preparation fee (per hour)	400.00	428.00	453.68	480.90
	* Key / Loss / damage / breakage deposit	1,100.00	1,177.00	1,247.62	1,322.48
1.9.5	**CITY HALL**				
	* Monday - Friday				
	07:00 - 12:00 (per session)	960.00	1,028.00	1,089.68	1,155.06
	12:00 - 17:00 (per session)	960.00	1,028.00	1,089.68	1,155.06
	17:00 - 07:00 (per hour)	580.00	620.00	657.20	696.63
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	1,500.00	1,605.00	1,701.30	1,803.38
	For every additional hour which the facility is used an additional tariff is payable	400.00	428.00	453.68	480.90
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	1,650.00	1,765.00	1,870.90	1,983.15
	For every additional hour which the facility is used an additional tariff is payable	580.00	620.00	657.20	696.63
	* Key / Loss / damage / breakage deposit	1,200.00	1,284.00	1,361.04	1,442.70
	** All Dances				
	A basic fee is charged for 4 hours or part thereof	2,500.00	2,675.00	2,835.50	3,005.63
	For every additional hour which the facility is used an additional tariff is payable	690.00	738.00	782.28	829.22
	** Key / Loss / damage / breakage deposit	1,500.00	1,605.00	1,701.30	1,803.38
	*** Supper Room				
	07:00 - 12:00 (per session)	750.00	803.00	851.18	902.25
	12:00 - 17:00 (per session)	750.00	803.00	851.18	902.25
	17:00 - 07:00 (per hour)	550.00	590.00	625.40	662.92
	*** Funerals - for 4 hours	1,500.00	1,605.00	1,701.30	1,803.38
	For every additional hour	400.00	428.00	453.68	480.90
	*** Key / Loss / damage / breakage deposit	1,000.00	1,070.00	1,134.20	1,202.25
	Preparation fee (per hour) applicable to all activities	440.00	470.80	499.05	528.99
	Aircon \ 8 hour session	1,000.00	1,070.00	1,134.20	1,202.25
	If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable.				
	* Registered Welfare Organisations				
	* Registered Non-profitable Organisations				
	* Schools				
	* Churches				
	NB. Government Departments to pay full tariff.				
1.9.6	**PROPERTY SERVICES**				
	Administration costs for the sale of land (once-off) - 15% of the sale / hire price:				
	* Minimum	600.00	600.00	636.00	674.16
	* Maximum	1,810.00	1,810.00	1,918.60	2,033.72
	Administration costs for the leasing of land/property (with each renewal of contract)	600.00	600.00	636.00	674.16
	Advertising for alienation or leasing of land	800.00	800.00	848.00	898.88

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.9.7	**TRAFFIC**				
	FUNCTIONS, MARCHES & SPORT				
	Monday to Saturday				
	One or two Officers per event	965.00	1,030.00	1,112.40	1,201.39
	Three or four Officers per event	1,905.00	2,040.00	2,203.20	2,379.46
	More than four Officers per event	2,375.00	2,540.00	2,743.20	2,962.66
	Sunday and Public Holidays				
	Per Officer per hour or part thereof	910.00	980.00	1,058.40	1,143.07
	ESCORT OF ABNORMAL LOADS				
	Monday to Saturday				
	Per Officer per hour or part thereof	560.00	600.00	648.00	699.84
	Sunday and Public Holidays				
	Per Officer per hour or part thereof	1,850.00	1,980.00	2,138.40	2,309.47
	RENTAL OF ROAD SIGNS				
	Renting of temporary Road Signs -	310.00	340.00	367.20	396.58
	Deposit per sign	200.00	200.00	216.00	233.28
	HIRE OF PARKING BAY				
	Hiring of a Parking Bay per Parking Bay per Day	215.00	230.00	248.40	268.27
	SEARCH FEES				
	Service of Summonses for other Local Authorities (per Summons executed)	105.00	110.00	118.80	128.30
	WEIGHBRIDGE				
	0 - 3500 kg	120.00	130.00	140.40	151.63
	3500 - 9000 kg	225.00	240.00	259.20	279.94
	9000 - 16000 kg	330.00	355.00	383.40	414.07
	Above 16000 kg	550.00	590.00	637.20	688.18
1.9.8	**LIBRARY**				
	Videos, Fiksie en Nie-fiksie / DVD	7.50	8.00	8.48	8.99
	Damaged barcode	4.00	5.00	5.30	5.62
	Postal tariffs : reminders	8.00	8.50	9.01	9.55
	Fines : per week	2.00	2.50	2.65	2.81
	: per month	8.00	10.00	10.60	11.24
	Maximum fine per item	35.00	40.00	42.40	44.94
	Reservation fee	5.00	5.00	5.30	5.62
	Admin fee : Phone calls	12.00	15.00	15.90	16.85
	Admin fee : Cell phone calls	18.00	18.00	19.08	20.22
	Book record covers	10.00	12.00	12.72	13.48
	Duplicate computer membership card	35.00	40.00	42.40	44.94
	Photocopy charges - A4	0.50	0.50	0.53	0.56
	- A3	1.00	1.00	1.06	1.12
	Country members (per annum)	150.00	160.00	169.60	179.78
	Visitors - deposit	160.00	170.00	180.20	191.01
	- fee	140.00	150.00	159.00	168.54

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Laminates:				
A4	8.00	8.00	8.48	8.99
A3	14.00	15.00	15.90	16.85
85mm x 60	5.00	5.00	5.30	5.62
A5	6.00	6.00	6.36	6.74
Inter library loans	85.00	90.00	95.40	101.12
Books rebinding	75.00	80.00	84.80	89.89
Toilet tariff	0.50	0.50	0.53	0.56
CD container / DVD	6.00	6.00	6.36	6.74
Research fee (inter library loans)	25.00	28.00	29.68	31.46
Fax facility:				
Local per page	5.00	5.00	5.30	5.62
National per page	10.00	12.00	12.72	13.48
International per page	30.00	32.00	33.92	35.96
Faxes received per page	3.00	3.00	3.18	3.37
Fax to mail (all 086 numbers) per page	10.00	10.00	10.60	11.24
MAIN- AND GALESHEWE LIBRARIES				
Non-profitable Organisations and Cultural Activities				
Per session	160.00	170.00	180.20	191.01
Kitchen facilities	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Commercial Institutions and Political Parties				
Per session	375.00	400.00	424.00	449.44
Kitchen facilities	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Audio visual material (per item)	75.00	80.00	84.80	89.89
Data Projector (Main Library only) per session	300.00	320.00	339.20	359.55
HALL RENTALS				
SONNY LEON LIBRARY				
Non-profitable organisations and Cultural Activities				
Per session	95.00	100.00	106.00	112.36
Kitchen facilities	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Commercial Institutions and Political Parties				
Per session	220.00	250.00	265.00	280.90
Kitchen facilities	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Audio visual material (per item)	75.00	80.00	84.80	89.89
HALL RENTALS				
BEACONSFIELD AND JUDY SCOTT LIBRARIES				
Non-profitable organizations and Cultural Activities				
Per session	95.00	100.00	106.00	112.36
Kitchen	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Commercial Institutions and Political Parties				
Per session	220.00	250.00	265.00	280.90
Kitchen facilities	55.00	60.00	63.60	67.42
Key / Loss / damage / breakage deposit	450.00	480.00	508.80	539.33
Audio visual material (per item)	75.00	80.00	84.80	89.89

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	AFRICANA LIBRARY				
	Research fees				
	* National	840.00	880.00	932.80	988.77
	* International	1,050.00	1,100.00	1,166.00	1,235.96
	*** Pro rata fees will be levied for partially research request**				
1.9.9	**EMERGENCY SERVICES**				
	Km Turnout fees				
	(Calculated per vehicle per Km traveled from turnout to the incident to return to the Fire Station)				
	* Fire fighting vehicle	39.00	43.00	46.85	50.87
	* Assistance vehicle	7.26	8.00	8.72	9.46
	Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles				
	(Calculated per fire fighting vehicle, portable pump or assistance vehicle for the first two (2) hours from turnout to the incident to the time the vehicle return to the Fire Station)				
	Fire fighting vehicles / Rescue pumper	1,880.00	2,068.00	2,253.09	2,446.63
	Portable pump	940.00	1,034.00	1,126.54	1,223.31
	Assistance vehicle	940.00	1,034.00	1,126.54	1,223.31
	Hazmat Pumps	1,880.00	2,068.00	2,253.09	2,446.63
	Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles				
	(Calculated per fire fighting vehicle, portable pump or assistance vechicle for every hour or part thereof after the first two (2) hours from the first minute from the first two (2) hours to the time the vehicle return to the Fire Station)				
	Fire fighting vehicles / Rescue pumper	940.00	1,034.00	1,126.54	1,223.31
	Portable pump	470.00	517.00	563.27	611.66
	Assistance vehicle	470.00	517.00	563.27	611.66
	Hazmat Pumps	940.00	1,034.00	1,126.54	1,223.31
	Personnel tariffs				
	(Calculated per personnel member on duty at the incident for every hour or part thereof from the turnout to the incident to the time the vehicle return to the Fire Station)				
	Chief Emergency service or any member	515.00	560.00	610.12	662.53
	Specialized equipment				
	(Calculated per unit used)				
	Chemical extinguisher	390.00	429.00	467.40	507.54
	CO^2 extinguisher	390.00	429.00	467.40	507.54
	Breathing apparatus	270.00	297.00	323.58	351.38
	Refill of SCBA/SCUBA cylinder : per cylinder	31.00	34.00	37.04	40.22
	* Jaws of Life rescue equipment - per incident / use	808.00	890.00	969.66	1,052.95
	* Rollgliss rescue equipment - per incident / use	808.00	890.00	969.66	1,052.95
	* Medical equipment (consumables) - per patient	390.00	429.00	467.40	507.54
	* Pneumatic Equipment - per incident / use	808.00	890.00	969.66	1,052.95
	* Chemical suites - per suit per incident	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement cost
	* Hazmat equipment (consumables) - per incident / use	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement cost
	Fire extinguishing material				
	(Calculated per unit state or part thereof)				
	Water - municipal tariff per Kl				
	CO^2 - purchase tariff per Kg	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
	Dry chemical powder - purchase tariff per Kg	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
	Foam - purchase tariff per liter	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Inspection fees				
	(Calculated per inspection or plan approved)				
	Fire prevention inspection, building plans and sites per project	470.00	517.00	563.27	611.66
	Inspection of flammable liquids, solids and gasses installations:				
	* 1 liter - 2000 liter	545.00	600.00	653.70	709.85
	* 2001 liter - 5000 liter	705.00	775.00	844.36	916.89
	* 5001 liter - 50000 liter	860.00	946.00	1,030.67	1,119.20
	* 50001 lire and more	1,015.00	1,120.00	1,220.24	1,325.06
	*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate	520.00	572.00	623.19	676.73
	Inspection and service of fire extinguishers for Municipal Sections - per extingiusher serviced.	as per tender	as per tender	as per tender	as per tender
	Monitoring of fire alarms (per month per alarm)	210.00	230.00	250.59	272.11
	Training				
	As per Prospectus - calculated in terms of time and material used.				
1.9.10	**DEVELOPMENT SERVICES**				
	Tram				
	Single trip (Adults) (Return Trip 2x single)	10.00	10.00	10.60	11.24
	Single trip (Children - Primary School) (Return Trip 2x single)	10.00	10.00	10.60	11.24
	Regional Tourism Centre				
	Kiosk:				
	Minimum tender price/month - 12 month period	1,250.00	1,250.00	1,325.00	1,404.50
	Cubicles:				
	Minimum tender price/month - 12 month period	900.00	900.00	954.00	1,011.24
	Exhibition space per m² per day	16.00	16.96	17.98	19.06
	Hawkers shelter per day	30.00	31.80	33.71	35.73
	Informal Trade facilities				
	Stalls with storage facilities	332.00	351.92	373.04	395.42
	Stalls without storage facilities	159.00	168.54	178.65	189.37
	Fruits and Vegetable Structures	216.00	228.96	242.70	257.26
	Pension Pay Points (Card Carrying Pensioners)	63.00	66.78	70.79	75.03
	Caravans within CBD (Auction set-off price)	420.00	445.20	471.91	500.23
	Caravans outside CBD	211.00	223.66	237.08	251.30
1.9.11	**POUND SERVICES**				
	Impounding:				
	Horses, donkey's, cattle and pigs (each, once off payment)	145.00	160.00	174.32	189.29
	Sheep and goat (each, once off payment)	58.00	64.00	69.73	75.72
	Maintenance				
	Horses, donkey's, cattle and pigs (each per day)	58.00	64.00	69.73	75.72
	Sheep and goat (each per day)	30.00	33.00	35.95	39.04
	G.W.K rent tariff				
	Large stock unit	58.00	64.00	69.73	75.72
	Small stock unit	35.00	39.00	42.49	46.14

The tariff per kilometre will be applicable for animals brought to the pound by an individual with a (LCV) light commercial vehicle. The tariff paid will be in accordance with the AA Vehicle Rates Calculator.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.10	**LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
	Chemical Analysis				
	Digester samples	565.00	598.90	634.83	672.92
	Waste activated sludge	160.00	169.60	179.78	190.56
	Sludge volume index	81.00	85.86	91.01	96.47
	Nitrates	128.00	135.68	143.82	152.45
	Potassium	154.00	163.24	173.03	183.42
	Sulfates	154.00	163.24	173.03	183.42
	Phosphate	154.00	163.24	173.03	183.42
	Fluoride	154.00	163.24	173.03	183.42
	Total solids	154.00	163.24	173.03	183.42
	Free Residual Chlorine	81.00	85.86	91.01	96.47
	Magnesium	175.00	185.50	196.63	208.43
	COD	140.00	148.40	157.30	166.74
	TKN = Total Kjeldahl Nitrogen	175.00	185.50	196.63	208.43
	NH-3/Ammonia	175.00	185.50	196.63	208.43
	Zinc	175.00	185.50	196.63	208.43
	Iron	175.00	185.50	196.63	208.43
	Manganese	175.00	185.50	196.63	208.43
	Plate Count	160.00	169.60	179.78	190.56
	Suspended solids	160.00	169.60	179.78	190.56
	Hardness	160.00	169.60	179.78	190.56
	Alkalinity	160.00	169.60	179.78	190.56
	Total Chloride	160.00	169.60	179.78	190.56
	Aluminium	160.00	169.60	179.78	190.56
	PH	70.00	74.20	78.65	83.37
	Conductivity	70.00	74.20	78.65	83.37
	Turbidity	70.00	74.20	78.65	83.37
	Dissolved Oxygen	70.00	74.20	78.65	83.37
	Packets				
	Water Bacteriological E. coli and coli	323.00	342.38	362.92	384.70
1.11	**MISCELLANEOUS (FINANCIAL SERVICES)**				
1.11.1	Furnishing of information				
	(a) Search of any account	65.00	90.00	95.40	101.12
	(b) For the inspection of any Deed document or diagram or any details relating thereto	65.00	90.00	95.40	101.12
	(c) For the supply of any Certificate of Valuation or of the outstanding charges against property (excluding requests by the court for estate purposes or by attorneys)	65.00	90.00	95.40	101.12
	(d) In respect of any search or provision of information where a fee for such search has not been prescribed by (a), (b) or (c).	175.00	200.00	212.00	224.72
	NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof				
1.11.2	Water - Reconnection fees	950.00	1,000.00	1,060.00	1,123.60
	Water - Disconnection fees	950.00	1,000.00	1,060.00	1,123.60
	Water - Temporary consumption (Funerals, etc.)	180.00	200.00	212.00	224.72
1.11.3	Special meter reading	180.00	200.00	212.00	224.72
1.11.4	Meter test - Electricity	600.00	600.00	636.00	674.16
	Electricity - Temporary consumption (Funerals, etc.)	300.00	300.00	318.00	337.08
1.11.5	Electricity - Non-payment penalty:				
	* For Conventional meters	600.00	650.00	689.00	730.34
	* For Prepaid meters	350.00	400.00	424.00	449.44

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.11.6	Electricity - Reconnection fees				
	(Controller Wire)	600.00	700.00	742.00	786.52
	Tampering administration fee	1,500.00	1,700.00	1,802.00	1,910.12
	Tamper disconnection fee	3,000.00	3,250.00	3,445.00	3,651.70
	Tamper reconnection fee	3,000.00	3,250.00	3,445.00	3,651.70
1.11.7	Informal Housing - Erven with pails				
	Bulk refuse	27.80	30.00	31.80	33.71
	Pails	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	26.75	28.00	29.68	31.46
	Gravel road	24.60	26.00	27.56	29.21
	Stand pipe	27.80	30.00	31.80	33.71
1.11.8	Informal Housing - Sewered Erven				
	Bulk refuse	27.80	30.00	31.80	33.71
	Sewerage	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	26.75	28.00	29.68	31.46
	Gravel road	24.60	26.00	27.56	29.21
	Stand pipe	27.80	30.00	31.80	33.71
1.11.9	Electricity availability	215.00	250.00	265.00	280.90
1.11.10	Water availability	215.00	250.00	265.00	280.90
1.11.11	Fixed electricity (limited supply - 2Amps)	215.00	250.00	265.00	280.90
1.11.12	Deposits - Electricity and Water Supply				
	Flats:				
	1-Bedroom	1,150.00	1,250.00	1,325.00	1,404.50
	2-Bedroom	1,400.00	1,500.00	1,590.00	1,685.40
	3-Bedroom	1,750.00	1,900.00	2,014.00	2,134.84
	Townhouses:				
	2-Bedroom	1,400.00	1,500.00	1,590.00	1,685.40
	3-Bedroom	1,750.00	1,900.00	2,014.00	2,134.84
	Domestic Houses:				
	2-Bedroom	1,400.00	1,500.00	1,590.00	1,685.40
	3-Bedroom	1,750.00	1,900.00	2,014.00	2,134.84
	More than 3-bedrooms	2,500.00	2,700.00	2,862.00	3,033.72
	Builders water deposit	2,500.00	2,700.00	2,862.00	3,033.72
	Business/Industries:				
	Small power users	2,500.00	2,700.00	2,862.00	3,033.72
	Large power users	6,000.00	6,500.00	6,890.00	7,303.40
	Rural consumers				
	Informal housing	73.00	75.00	79.50	84.27
	Businesses/Industries:				
	Bulk water supply	6,000.00	6,500.00	6,890.00	7,303.40
	Indigents - Water deposit	60.00	70.00	74.20	78.65
1.11.13	Valuation Roll (CD or Disk)	4,500.00	4,750.00	5,035.00	5,337.10
1.11.14	Address List (CD or Disk)	4,500.00	4,750.00	5,035.00	5,337.10

			PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.11.15	Penalty for an unmetered (official)					
	Water connection		11,800.00	12,000.00	12,720.00	13,483.20
	Thereafter a daily penalty until meter is installed (per day)		1,200.00	1,300.00	1,378.00	1,460.68
	Consumption per house		6,000.00	6,500.00	6,890.00	7,303.40
1.11.16	Electricity and water availability for Business/Industries/State.		215.00	250.00	265.00	280.90
1.11.17	Late objection to General Valuation Roll or Supplementary Valuation Roll					
	Prescribed application fee for consideration of late objection and review		310.00	350.00	371.00	393.26
1.11.18	A basic tariff for services which are impractical to be metered as per the Tariff Policy		130.00	150.00	159.00	168.54
1.11.19	All financial transactions on services or other, billed by the municipality attracting interest will be charged such interest at a rate of prime (bank rate) plus 1 %.					
1.12	**WATER TARIFFS (SERVICES & INFRASTRUCTURE)**					
1.12.1	Water Connections					
	Size of Connection (mm) / Size of Meter (mm)					
	20 / 15		8,125.74	8,613.29	9,124.05	9,784.63
	25 / 20		8,444.68	8,951.36	9,482.18	10,168.68
	40 / 32		16,678.68	17,679.40	18,727.79	20,083.68
	50 / 40		19,629.64	20,807.42	22,041.30	23,637.09
	80 / 50		32,024.54	33,946.01	35,959.01	38,562.44
			Additional costs	Additional costs	Additional costs	Additional costs
	100 / 75		37,354.40	39,595.66	41,943.68	44,980.41
			Additional costs	Additional costs	Additional costs	Additional costs
	150 / 100		44,271.67	46,927.97	49,710.80	53,309.86
			Additional costs	Additional costs	Additional costs	Additional costs
	250 / 150		44,271.67	46,927.97	49,710.80	53,309.86
			Additional costs	Additional costs	Additional costs	Additional costs
	300 / 150		44,271.67	46,927.97	49,710.80	53,309.86
			Additional costs	Additional costs	Additional costs	Additional costs
	Builders Water					
	These connections are temporary connections supplied for the purpose of providing construction water during the period when building activities are taking place. The cost of this connection will be 50% of the initial cost of a similar size connection for general use but in the case of larger meters, any additional cost required to install the meter will be payable in full. A deposit (refundable on closure of account) is payable.		1,194.67	1,266.35	1,341.44	1,438.56
1.12.2	Testing of Water Meters					
	Tariff per meter tested		1,212.95	1,285.72	1,361.97	1,460.57
1.12.3	Exposure of Services					
	Tariff per service exposure		602.89	639.06	676.96	725.97
1.12.4	Water (Normal tariff structure)					
	Schools, Sports fields and Parks		18.21	19.31	20.45	21.93
	Charities/Churches		18.21	19.31	20.45	21.93
	Business - Commercial		30.93	32.78	34.73	37.24
	Business - Industrial	*	25.27	26.78	28.37	30.42
	Indigents (0 - 6 Kl)		5.94	6.30	6.67	7.15
	Residential (0 - 6 Kl)		5.94	6.30	6.67	7.15
	Residential (7 - 20 Kl)		25.25	26.77	28.36	30.41
	Residential (21 - 40 Kl)		28.43	30.13	31.92	34.23
	Residential (41 - 60 Kl)		30.06	31.87	33.75	36.20
	Residential (more than 60 Kl)		32.12	34.05	36.07	38.68

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
Flats (0 - 6 Kl)		5.94	6.30	6.67	7.15
Flats (7 - 20 Kl)	*	25.27	26.78	28.37	30.42
Flats (21 - 40 Kl)		28.43	30.13	31.92	34.23
Flats (more than 40 Kl)		32.12	34.05	36.07	38.68
Prepaid water per Kl Households		New	16.20	17.16	18.40
Builders Water		35.56	37.70	39.93	42.82
Rural consumers: as above plus		4.00%	4.00%	4.00%	4.00%

1.12.5 **Water restriction tariffs**

- **Stage/Level one**: Restrictions are intended to enforce sensible use of water and to prevent inefficient water use practices, by reducing non-essential use of water by 20%. These restrictions are meant to minimize unnecessary water consumption during peak daily demand periods, but to have little impact on amenity of community and residential assets. This may be achieved by enforcing water restrictions tariffs and other related measures as approved by Council.
- **Stage/Level two**: Restrictions are designed to reduce non-essential water use by 40% of average consumption. Non-essential residential and commercial use is limited to alternative days, and watering of lawns and filling of swimming pools is banned.
- **Stage/Level three**: Non-essential use is reduced by 70% of average consumption. Watering of residential, commercial and public gardens is limited to levels intended to prevent long term vegetation damage. Normal watering of lawns is banned.
- **Stage/Level four**: Restrictions only allow the consumption of water for essential public health purposes. All non-essential uses are banned.
- **Stage/Level Five:** Water Conservation Notice. Water restrictions are imposed to effect emergency water conservation (Emergency Management). No non-essential water use is permitted at any time during the restriction. Only essential domestic, industrial and commercial use may be permitted under strict monitoring.

level 1 - 20% saving				
Residential/Indigents (0 - 6 Kl)	5.94	6.30	6.67	7.15
Residential (7 - 20 Kl)	26.52	28.12	29.78	31.94
Residential (21 - 40 Kl)	31.28	33.15	35.12	37.66
Residential (41 - 60 Kl)	34.57	36.65	38.82	41.63
Residential (more than 60 Kl)	38.55	40.86	43.29	46.42
Flats (0 - 6 Kl)	5.94	6.30	6.67	7.15
Flats (7 - 20 Kl)	26.52	28.12	29.78	31.94
Flats (21 - 40 Kl)	31.28	33.15	35.12	37.66
Flats (more than 40 Kl)	38.55	40.86	43.29	46.42
Schools,sport, parks	20.94	22.20	23.51	25.22
Churches	20.94	22.20	23.51	25.22
Builders water	40.90	43.35	45.92	49.24
Industries	35.56	37.70	39.93	42.82
Commercial	29.05	30.79	32.62	34.98

level 2 - 40% saving				
Residential/Indigents (0 - 6 Kl)	5.94	6.30	6.67	7.15
Residential (7 - 20 Kl)	27.79	29.45	31.20	33.46
Residential (21 - 40 Kl)	34.12	36.17	38.31	41.08
Residential (41 - 60 Kl)	37.58	39.83	42.20	45.25
Residential (more than 60 Kl)	44.98	47.67	50.50	54.16
Flats (0 - 6 Kl)	6.24	6.61	7.00	7.51
Flats (7 - 20 Kl)	30.31	32.13	34.04	36.50
Flats (21 - 40 Kl)	34.12	36.17	38.31	41.08
Flats (more than 40 Kl)	44.98	47.67	50.50	54.16
Schools,sport, parks	21.85	23.16	24.54	26.31
Churches	21.85	23.16	24.54	26.31
Builders water	42.67	45.23	47.92	51.39
Industries	37.11	39.33	41.67	44.68
Commercial	30.31	32.13	34.04	36.50

	PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
level 3 - 70% saving				
Residential/Indigents (0 - 6 Kl)	6.53	6.93	7.34	7.87
Residential (7 - 20 Kl)	30.31	32.13	34.04	36.50
Residential (21 - 40 Kl)	35.54	37.67	39.91	42.80
Residential (41 - 60 Kl)	39.08	41.43	43.89	47.06
Residential (more than 60 Kl)	48.19	51.08	54.11	58.03
Flats (0 - 6 Kl)	6.53	6.93	7.34	7.87
Flats (7 - 20 Kl)	30.31	32.13	34.04	36.50
Flats (21 - 40 Kl)	36.96	39.18	41.50	44.51
Flats (more than 40 Kl)	48.19	51.08	54.11	58.03
Schools,sport, parks	23.67	25.09	26.58	28.51
Churches	23.67	25.09	26.58	28.51
Builders water	46.23	49.00	51.91	55.67
Industries	40.20	42.61	45.14	48.41
Commercial	32.84	34.81	36.87	39.54
level 4 - survival				
Residential/Indigents (0 - 6 Kl)	6.53	6.93	7.34	7.87
Residential (7 - 20 Kl)	37.89	40.17	42.55	45.63
Residential (21 - 40 Kl)	42.65	45.21	47.89	51.35
Residential (41 - 60 Kl)	54.12	57.36	60.76	65.16
Residential (more than 60 Kl)	57.83	61.30	64.93	69.63
Flats (0 - 6 Kl)	6.53	6.93	7.34	7.87
Flats (7 - 20 Kl)	37.89	40.17	42.55	45.63
Flats (21 - 40 Kl)	51.18	54.25	57.47	61.63
Flats (more than 40 Kl)	57.83	61.30	64.93	69.63
Schools,sport, parks	32.78	34.75	36.81	39.47
Churches	32.78	34.75	36.81	39.47
Builders water	64.01	67.85	71.87	77.08
Industries	55.66	59.00	62.50	67.02
Commercial	45.47	48.20	51.06	54.75
level 5 - emergency				
Residential/Indigents (0 - 6 Kl)	6.53	6.93	7.34	7.87
Residential (7 - 20 Kl)	50.52	53.55	56.73	60.84
Residential (21 - 40 Kl)	56.86	60.28	63.85	68.47
Residential (41 - 60 Kl)	60.13	63.74	67.52	72.40
Residential (more than 60 Kl)	64.25	68.11	72.15	77.37
Flats (0 - 6 Kl)	6.53	6.93	7.34	7.87
Flats (7 - 20 Kl)	50.52	53.55	56.73	60.84
Flats (21 - 40 Kl)	56.86	60.28	63.85	68.47
Flats (more than 40 Kl)	64.25	68.11	72.15	77.37
Schools,sport, parks	36.42	38.61	40.90	43.86
Churches	36.42	38.61	40.90	43.86
Builders water	71.12	75.39	79.86	85.64
Industries	61.85	65.56	69.44	74.47
Commercial	50.52	53.55	56.73	60.84

1.12.6 **DEFINITIONS FOR THE PURPOSE OF WATER CONSUMPTION CATEGORIZATION**

Residential

Any consumer located in a stand-alone house with associated ground surrounding the house.

Flat

Any consumer located in a dwelling grouped with other dwellings and not having grounds associated with that specific dwelling even when there is ground associated with the dwelling complex.

Charity/Church

Any consumer which carries out **bona fide** charity work and which is registered as a charitable non-profit organization will be classified as charity.

Any consumer where the property is used for the primary purpose of religious gatherings and where the property is situated on an Erf zoned as "Church".

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Parks, Schools and Sports Fields				
	A Park is defined as a municipal park where vegetation is grown for the purpose of beautifying the City.				
	A School is a property where the primary activity is educational.				
	Sorts fields are organizations where the primary activity is the playing of sports requiring grassed surfaces and where the area of grassed surface exceeds 1000m².				
	Business : Industrial				
	Any consumer where the primary activity is manufacturing or processing and where water is either a component of the manufactured product or is used in the process for cleaning, cooling or similar purposes.				
	Business : Commercial				
	Any consumer where the primary activity is commercial or retail and the primary activity is not water-based cleaning.				
	Rural Consumers				
	Any consumer located outside the municipal boundaries.				
	Builders Water				
	Any water supplied through a builders connection.				
1.13	**CLEANSING SERVICES (SERVICES & INFRASTRUCTURE)**				
	For the removal of refuse the tariff of charges shall be at the following rates:				
1.13.1	All premises other than private dwelling houses:				
	(a) Payable by the owner -				
	One regular removal of refuse not exceeding 0,8m³ per week per month	652.15	694.54	736.97	786.57
	(b) Payable by the owner or occupier at the discretion of the Council for each additional removal of				
	removal of 0,8m³ of refuse per week per month	652.15	694.54	736.97	786.57
	c) where the owner or occupier provides containers for the removal of refuse by bulk which can be				
	mechanically emptied in the Council's vehicle and of which the volume does not exceed				
	1,6m³ per one removal per week per month	652.15	694.54	736.97	786.57
	Where more than one removal is necessary payment must be made monthly ia advance.				
	(d) Where the owner or occupier provides containers for the removal of refuse in bulk which can be loaded				
	by the Council's mechanical handling vehicles and of which the volume does not exceed				
	6m³ per one removal per week the tariff for each removal shall be	2,447.95	2,607.06	2,766.35	2,952.53
	Where more than one removal is necessary payment must be made monthly in advance.				
	(e) Where the owner or occupier hires a 1,54m³ bulk container from the City Council - that hire shall be	397.49	423.33	449.20	479.43
	6,0m³ container hire	572.95	610.19	647.48	691.05
	(f) Where special garden refuse is removed the tariff per per m^2 applicable shall be	63.51	67.64	71.78	76.61
	(g) All premises pay the tariff of one regular refuse removal per week where the actual removal is undertaken				
	by the business itself.	652.15	694.54	736.97	786.57
	(h) Payable by the owner of a small business that generates one container or bag of refuse per week and				
	that such concession only be implemented on receipt of a written application from such business	329.61	351.04	372.49	397.55
1.13.2	Private dwellings				
	Payable by the indigent for one regular removal of refuse per week - the tariff shall be	110.76	117.96	125.16	133.59
	Payable by the owner for one regular removal of refuse per week - the tariff shall be	110.76	117.96	125.16	133.59
1.13.3	Flats				
1.13.4	Availability charge				
	A basic monthly charge - Indigent	55.38	58.98	62.58	66.79
	A basic monthly charge - Residential	55.38	58.98	62.58	66.79
	- Business	329.61	351.04	372.49	397.55
1.14	**SANITATION TARIFFS (SERVICES & INFRASTRUCTURE)**				
1.14.1	Sewerage				
	Private dwelling houses and premises (excluding flats, semi-detached dwellings, hotels, boarding and lodging houses and hostels):				
	Basic monthly charge for indigents	155.15	165.24	175.34	187.14
	Basic monthly charge (two sanitary convenience)	155.15	165.24	175.34	187.14
	Additional monthly charge (each additional connection, excluding private dwellings)	93.11	99.16	105.22	112.30
	Flats and semi-detached dwellings:				
	Basic monthly charge (first living unit)	155.15	165.24	175.34	187.14
	Additional monthly charge (each additional unit)	93.11	99.16	105.22	112.30

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Hotel, Boarding Houses, Lodging Houses and Hostels				
	Basic monthly charge (two sanitary conveniences)	155.15	165.24	175.34	187.14
	Additional monthly charge (each additional connection)	93.11	99.16	105.22	112.30
	A basic monthly charge (availability charge) in terms of Section 5 of the By-law to Sewerage and Sanitary charges (PN 140 dated 01/02/1974) as amended	136.27	145.13	154.00	164.36
1.14.2	Conservancy Tank and Night-soil Removals				
	Removal of slops from conservancy tanks by vacuum tanker:				
	A. Within 10km of CBD				
	(Monday - Friday between 08:00 and 16:00)				
	Basic charge (first 5Kl)	257.90	274.67	291.45	311.06
	Additional charge (per 1Kl or part thereof)	42.56	45.33	48.10	51.34
	Vacuum tanker transport charge (per call)	212.81	226.65	240.49	256.68
	B. Within 10km of CBD				
	(After hours, Monday - Friday & Saturdays)				
	Basic charge (first 5Kl)	403.81	430.06	456.34	487.05
	Additional charge (per 1Kl or part thereof)	69.16	73.66	78.16	83.42
	Vacuum tanker transport charge (per call)	297.94	317.30	336.69	359.35
	C. Within 10km of CBD				
	(Sundays and Public Holidays)				
	Basic charge (first 5Kl)	531.24	565.77	600.33	640.74
	Additional charge (per 1Kl or part thereof)	82.47	87.83	93.19	99.46
	Vacuum tanker transport charge (per call)	418.98	446.21	473.47	505.34
	D. Further than 10km from CBD				
	(Per km further)				
	As above (A to C) plus km charge				
	Any tanker/km	48.08	51.21	54.34	57.99
	The number of calls made by the vacuum tanker each month will be governed by the capacity of the owner's conservancy tank.				
	A surcharge of 50% will be levied on the tariffs in the case of premises which can be connected to the sewerage system after the period allowed in terms of the connection notice has expired.				
	Removal of night-soil:				
	Basic monthly charge (two night-soil pails, five times per fortnight)	121.17	129.05	136.93	146.15
	Additional monthly charge (each additional pail removal, five times per fortnight)	66.50	70.83	75.15	80.21
	Occasional hire of bucket (per day per bucket)	33.25	35.41	37.58	40.11
	Removal of night-soil from building premises and contractor's sites (surcharge not applicable)				
	Basic monthly charge (one pail, three times a week)	835.76	890.08	944.47	1,008.03
	Basic monthly charge (one pail, six times a week)	1,239.50	1,320.07	1,400.73	1,495.00
1.14.3	Blockages and Portable Toilets				
	Internal sewer blockages:				
	Basic charge (Monday - Friday between 08:00 - 16:00)	512.08	545.37	578.69	617.64
	Basic charge after hours (Monday - Saturdays)	625.14	665.77	706.45	754.00
	Basic charge (Sundays and Public holidays)	931.06	991.58	1,052.16	1,122.97
	Service will only be provided to clients presenting a valid municipal account. Category B clients will be entitled to the percentage discounts to which they are entitled.				
	Portable Toilets:				
	Hire rate per day on site	232.76	247.89	263.04	280.74
	Transport charge (per vehicle)	498.78	531.20	563.66	601.59
	Sewer Connections:				
	Sewer connection (100mm)	2,892.93	3,080.97	3,269.22	3,489.24
	Sewer connection (150mm)	3,358.46	3,576.76	3,795.30	4,050.73
	Public convenience (Craven Street)				
	Shower plus usage of towel (per person)	13.40	14.27	15.14	16.16

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.14.4	Purified effluent tariffs				
	Basic Charge (Use in Excess of 1 Megalitre - 1000kl per billing cycle of approximately 30 days)	60,750.46	64,699.24	68,652.36	73,272.66
	Plus per Kl	0.1710	0.1821	0.19	0.21
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)	0.000	0.0000	-	-
	Plus per Kl	0.5712	0.6083	0.65	0.69
1.15	**DISCOUNT EARLY PAYMENT**				
	A discount on the early payment of water, rates, sewerage and refuse services charges if the account is paid before or on the monthly deadline date. To be implemented from the first account run in July.	10%	10%	10%	10%
1.16	**ELECTRICITY (SERVICES & INFRASTRUCTURE)**				
1.16.1	**TARIFFS FOR SERVICE CONNECTIONS**				
	SCALE 4 - STREET LIGHTS				
	Cost of an additional street light	As per quote	As per quote	As per quote	As per quote
	Cost to move a street light	As per quote	As per quote	As per quote	As per quote
	Replacement of a damaged street light pole:				
	* 6m single cantilever	22,552.89	25,123.93	27,008.22	28,412.65
	* 9m single cantilever	35,844.39	39,930.65	42,925.45	45,157.57
	* 9m double cantilever	36,296.44	40,434.24	43,466.81	45,727.08
	* 12m single cantilever	38,477.10	42,863.49	46,078.25	48,474.32
	SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED				
	Disconnection fee for an O/H supply system	2,469.23	2,750.73	2,957.03	3,110.80
	Disconnection fee for an U/G supply system	5,944.92	6,622.64	7,119.34	7,489.55
	Reconnection fee for an P/H supply system	2,509.04	2,795.07	3,004.70	3,160.94
	Reconnection fee for an U/G supply system	328.38	365.81	393.25	413.70
	3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED				
	Disconnection fee for an O/H supply system	3,518.34	3,919.43	4,213.38	4,432.48
	Disconnection fee for an U/G supply system	6,126.88	6,825.35	7,337.25	7,718.78
	Reconnection fee for an O/H supply system	4,854.59	5,408.02	5,813.62	6,115.93
	Reconnection fee for an U/G supply system	6,126.88	6,825.35	7,337.25	7,718.78
	CALL OUT TO CONSUMER				
	Call out to a fault on consumer's installation	497.54	554.26	595.83	626.82
1.16.2	**COSTS OF NEW SERVICE CONNECTIONS**				
	60-AMP STANDARD SINGLE PHASE				
	Airdac connection from O/H supply system with prepayment meter & ready board	17,826.24	19,858.43	21,347.81	22,457.90
	Airdac connection from O/H supply system with prepayment meter only	15,651.27	17,435.51	18,743.18	19,717.82
	Cable connection from U/G supply system with prepayment meter	24,862.91	27,697.29	29,774.58	31,322.86
	Cable connection from U/G supply system with conventional meter	22,048.24	24,561.74	26,403.88	27,776.88
	60AMP STANDARD 3-PHASE				
	Airdac connection from O/H supply system with prepayment meter & ready board	21,685.75	24,157.92	25,969.77	27,320.20
	Airdac connection from P/H supply system with prepayment meter only	19,510.78	21,735.01	23,365.13	24,580.12
	Cable connection from U/G supply system with prepayment meter	26,995.24	30,072.70	32,328.15	34,009.21
	Cable connection from U/G supply system with conventional meter	32,304.73	35,987.47	38,686.53	40,698.23
	ALTERATIONS TO SERVICE CONNECTIONS				
	Alterations on existing single phase connection	As per quote	As per quote	As per quote	As per quote
	Alterations on existing 3-phase connection	As per quote	As per quote	As per quote	As per quote

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.16.3	**UPGRADING OF SERVICES**				
	UPGRADING OF AN EXISTING SINGLE PHASE				
	SERVICE CONNECTION ON CONDITION OF				
	A service connection with a 10 x 2mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	A service connection with a 16 x 2mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains.	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	CONNECTION ON CONDITION OF				
	A service connection with a 10 x 4mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	A service connection with a 16 x 4mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	Supply above 100A (single & 3-phase)	As per quote	As per quote	As per quote	As per quote
	Replacement of conventional meter with prepayment meter (Meter only)	Bin price + VAT	Bin price + VAT	Bin price + VAT	Bin price + VAT
	Replacement of conventional meter with prepayment meter (Meter and labour)	8,670.00	9,658.38	10,382.76	10,922.66
	NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE				
	CABLES AND VARIOUS				
	Installation of public address system	4,650.32	5,180.46	5,568.99	5,858.58
	Meter test	940.00	1,047.16	1,125.70	1,184.23
	Special meter reading	305.00	339.77	365.25	384.25
1.16.4	ELECTRICITY TARIFFS (POWER USERS)				
	(Subject to the approval of the NERSA)				
	NERSA guideline tariffs for municipalities necessitate the introduction and implementation of inclined block tariff for domestic users. This has had a major impact on all categories of electricity tariffs. In addtion to this, SPM sought to simplifiy and align it's "Large Power User" tariffs with Eskom's municipal billing structure. This required a revision of all commercial/business based tariffs. For large power users a low and high demand season tariff was introduced.				
	A. The customer groupings are as follows:				
	Domestic Consumers: Defined as residential use.				
	Indigent Consumers: Defined as consumers registered as indigent with the Municipalitya and who consume for residential purposes.				
	Public Benefit Activity Consumers: Defined as churches, schools, halls, old age homes and other charitable and non profit organisations.				
	Small Power Consumers: Defined as all other consumers not on the Time of Use Billing Structure and not defined as "Domestic" or "Public Benefit Activities".				
	Time of Use Consumers: Defined as all consumers who have installed TOU capable metering to SPM's standards. Such metering to be installed at their own costs. Users with a demand less than 75 kVA may elect to remain on the Small Power Consumer tariff where they have a TOU meter and with one month's notice in writing to the Municipality.				
1.16.4.1	**Domestic Tariff (Conventional and Prepaids)**				
	Block 1 (0 - 50 Kwh)	1.0516			
	Block 2 (51 - 350 Kwh)	1.3519			
	Block 3 (351 - 600 Kwh)	1.9028			
	Block 4 (> 600 Kwh)	2.2408			
	Basic Charge per month per conventional meters per erf	260.00			
	Basic Charge per month per prepaid meter	260.00			
	Summer				
	Block 1 (0 - 350 Kwh)	new	1.6666	1.7879	1.9145
	Block 2 (> 350 Kwh)	new	2.3256	2.4949	2.6715
	Winter				
	Block 1 (0 - 350 Kwh)	new	1.6666	1.7879	1.9145
	Block 2 (> 350 Kwh)	new	2.3256	2.4949	2.6715
	Basic Charge per month per erf/house with a property value from R650 000 and higher	new	-	-	-
1.16.4.2	**Indigents Tariff (Prepaids)**				
	Block 1 (0 - 50 Kwh) (subsidised)	1.0516			
	Block 2 (51 - 350 Kwh)	1.3519			
	Block 3 (351 - 600 Kwh)	1.9028			
	Block 4 (> 600 Kwh)	2.2408			
	Basic Charge per month (Subsidised)	260.00			
	Summer				
	Block 1 (0 - 50 Kwh) (subsidised)	new	1.6666	1.7916	1.8848
	Block 2 (51 - 350 Kwh)	new	1.6666	1.7916	1.8848
	Block 3 (> 350 Kwh)	new	2.3256	2.5000	2.6300

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
	Winter				
	Block 1 (0 - 50 Kwh) (subsidised)	new	1.6666	1.7916	1.8848
	Block 2 (51 - 350 Kwh)	new	1.6666	1.7916	1.8848
	Block 3 (> 350 Kwh)	new	2.3256	2.5000	2.6300
1.16.4.2	**Public Benefit and Schools**				
	Conventional and Prepayment Meter users	2.0125			
	Summer	new	2.2425	2.4107	2.54
	Winter	new	2.2770	2.4478	2.58
	Basic Charge per month	299.00	310.50	333.79	351.14
1.16.4.3	**Business Tariff**				
1.16.4.3.1	Small Power Users (Conventional and prepaid meters)				
	Energy charge per Kwhr	2.3769			
	Basic Charge per month	299.00	310.50	333.79	351.14
	Summer				
	Block 1 (0 - 1200 Kwh)	new	2.4265	2.6085	2.7441
	Block 2 (> 1200 Kwh)	new	2.7177	2.9215	3.0734
	Winter				
	Block 1 (0 - 1200 Kwh)	new	2.5194	2.7084	2.8492
	Block 2 (> 1200 Kwh)	new	2.8536	3.0676	3.2271
1.16.4.3.2	**Time of Use Consumers**				
1.16.4.3.2.1	NPO, NGO, SCHOOLS				
	Basic charge per month				
	<75 KVA	new	1,380.00	1,483.50	1,560.64
	>75<100 KVA	new	2,760.00	2,967.00	3,121.28
	>100	new	3,910.00	4,203.25	4,421.82
	Network Demand Charge R/kVA	new	144.87	155.74	163.83
	Network Access Charge R/kVA	new	49.11	52.79	55.54
	Energy Charges R/Kwh				
	Low Demand Season: (September - May) Summer				
	Peak				
	<75 KVA	new	1.7455	1.8764	1.9740
	>75<100 KVA	new	1.8327	1.9702	2.0726
	>100	new	1.9724	2.1203	2.2306
	Standard				
	<75 KVA	new	1.2977	1.3950	1.4675
	>75<100 KVA	new	1.3366	1.4368	1.5115
	>100	new	1.4274	1.5345	1.6143
	Off-peak				
	<75 KVA	new	1.0463	1.1247	1.1832
	>75<100 KVA	new	1.0672	1.1472	1.2069
	>100	new	1.1614	1.2485	1.3134
	High Demand Season: (June - August) Winter				
	Peak				
	<75 KVA	new	3.5504	3.8167	4.0152
	>75<100 KVA	new	3.5852	3.8541	4.0546
	>100	new	3.6201	3.8916	4.0939
	Standard				
	<75 KVA	new	1.5847	1.7036	1.7921
	>75<100 KVA	new	1.6164	1.7376	1.8280
	>100	new	1.7115	1.8398	1.9355
	Off-peak				
	<75 KVA	new	1.1509	1.2372	1.3015
	>75<100 KVA	new	1.1739	1.2620	1.3276
	>100	new	1.2775	1.3733	1.4447

		PRESENT TARIFFS R	PROPOSED TARIFFS 2019-07-01 R	PROPOSED TARIFFS 2020-07-01 R	PROPOSED TARIFFS 2021-07-01 R
1.16.4.3.2.2	INDUSTRIAL AND BUSINESSES				
	Basic charge per month				
	<75 KVA	1,150.00	1,840.00	1,978.00	2,080.86
	>75<100 KVA	2,300.00	3,047.50	3,276.06	3,446.42
	>100	3,910.00	4,232.00	4,549.40	4,785.97
	Network Demand Charge R/kVA	153.31	170.79	183.60	193.14
	Network Access Charge R/kVA	51.97	57.89	62.24	65.47
	Energy Charges R/Kwh				
	Low Demand Season: (September - May) Summer				
	Peak				
	<75 KVA	1.7457	1.9375	2.0828	2.1911
	>75<100 KVA	1.7457	1.9549	2.1015	2.2108
	>100	1.7457	1.9811	2.1297	2.2404
	Standard				
	<75 KVA	1.2632	1.3642	1.4665	1.5428
	>75<100 KVA	1.2632	1.3705	1.4733	1.5499
	>100	1.2632	1.4147	1.5208	1.5999
	Off-peak				
	<75 KVA	1.0463	1.2880	1.3846	1.4566
	>75<100 KVA	1.0463	1.4375	1.5453	1.6257
	>100	1.0463	1.5525	1.6689	1.7557
	High Demand Season: (June - August) Winter				
	Peak				
	<75 KVA	4.6308	4.8624	5.2270	5.4988
	>75<100 KVA	4.6308	4.9087	5.2768	5.5512
	>100	4.6308	5.0476	5.4262	5.7083
	Standard				
	<75 KVA	1.5847	1.7115	1.8398	1.9355
	>75<100 KVA	1.5847	1.7210	1.8501	1.9463
	>100	1.5847	1.7749	1.9080	2.0072
	Off-peak				
	<75 KVA	1.0860	1.4168	1.5231	1.6023
	>75<100 KVA	1.0860	1.6100	1.7308	1.8207
	>100	1.0860	1.7388	1.8692	1.9664
1.16.4.4	**Street Lights**				
	Energy charge per Kwhr	1.5847	1.7654	1.8978	1.9964
1.16.4.5	**Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy**				
	No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the accountholder must be a net consumer of electricity				
	Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of kVA				
	Any liablity for amounts payable to the generator for electricity fed back into the grid by SPM is subject to full compliance with the SSEG Policy and concomitant laws.				
	Basic charge per month - payable by the generator	348.75	388.51	417.65	439.45
	Energy Charges R/Kwh - payable to the generator				
	Low Demand Season: (September - May)				
	Peak	0.3504	0.3904	0.4197	0.4415
	Standard	0.2412	0.2687	0.2889	0.3039
	Off-peak	0.1530	0.1704	0.1832	0.1927
	High Demand Season: (June - August)				
	Peak	1.0739	1.1963	1.2860	1.3529
	Standard	0.3254	0.3624	0.3896	0.4099
	Off-peak	0.1767	0.1968	0.2116	0.2226

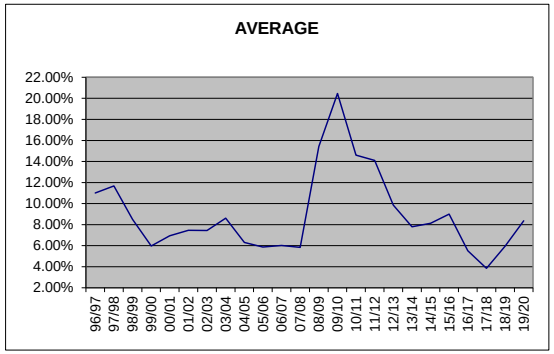
HISTORY OF TARIFFS

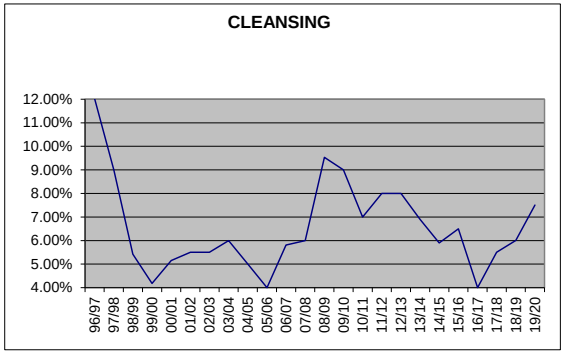
SOL PLAATJE MUNICIPALITY

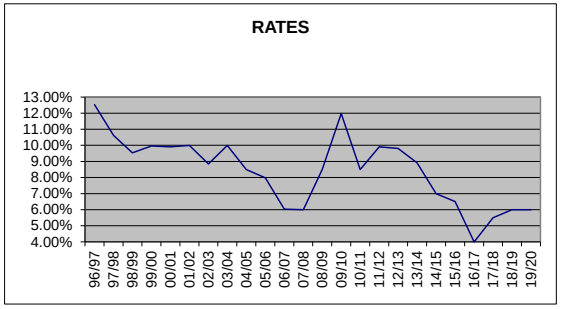
TARIFF HISTORY

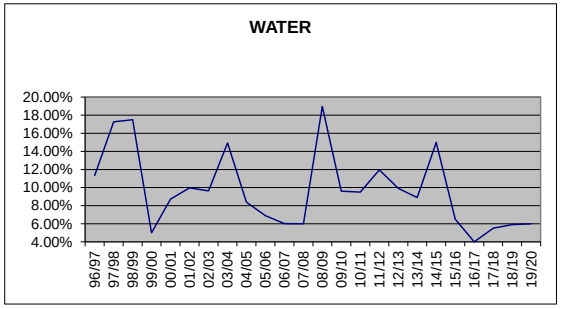
	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
RATES	12.53%	10.62%	9.53%	9.96%	9.91%	9.99%	8.85%	9.99%	8.50%	7.98%	6.03%	6.00%	8.50%	11.97%	8.50%	9.91%	9.80%	8.91%	6.99%	6.50%	4.00%	5.50%	6.00%	6.00%
SEWERAGE	9.96%	9.00%	5.36%	3.75%	5.46%	5.50%	5.50%	6.50%	4.00%	4.00%	5.61%	6.00%	7.54%	9.50%	7.00%	9.90%	9.90%	6.50%	6.50%	6.50%	4.00%	5.50%	5.95%	6.50%
CLEANSING	12.02%	9.00%	5.42%	4.18%	5.15%	5.50%	5.50%	6.00%	5.00%	4.00%	5.81%	6.00%	9.53%	9.00%	7.00%	8.00%	8.00%	6.90%	5.90%	6.50%	4.00%	5.50%	6.00%	7.50%
WATER	11.33%	17.26%	17.50%	5.00%	8.72%	9.97%	9.63%	14.92%	8.40%	6.90%	6.01%	6.00%	18.96%	9.60%	9.50%	11.95%	9.90%	8.90%	14.99%	6.50%	4.00%	5.50%	5.90%	6.00%
ELECTRICITY	9.18%	12.50%	4.98%	5.00%	4.99%	5.50%	5.51%	4.93%	4.00%	4.30%	5.78%	5.60%	32.60%	34.00%	22.22%	24.98%	9.99%	6.90%	6.72%	12.20%	7.50%	1.88%	5.95%	11.40%
AVERAGE	11.00%	11.68%	8.50%	5.97%	6.95%	7.46%	7.44%	8.61%	6.31%	5.88%	6.03%	5.84%	15.43%	20.46%	14.60%	14.09%	9.85%	7.79%	8.13%	9.00%	5.53%	3.85%	5.96%	8.36%

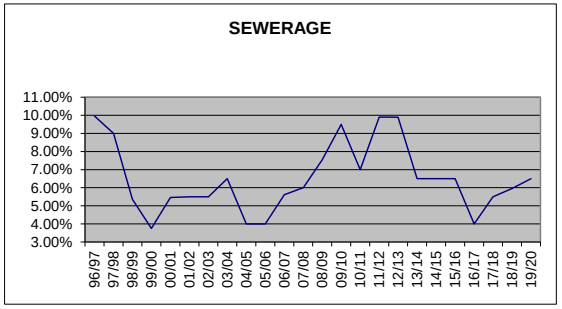
SOL PLAATJE MUNICIPALITY

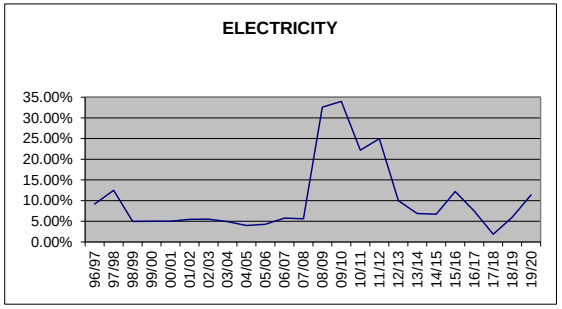












INTEGRATED DEVELOPMENT PLAN OVERVIEW

SOL PLAATJE MUNICIPALITY

Integrated Development Plan (IDP)

FINAL IDP REVIEW 2018/19

PLANNING 2019/20

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List of Acronyms

B2B	**Back To Basics**
BBBEE	**Broad-Based Black Economic Empowerment**
BNG	**Breaking New Ground**
CBD	**Central Business District**
CLCB	**Centre for Local Capacity Building**
COGHSTA	**Department of Co-operative Governance, Human Settlement and Traditional Affairs**
DMS	**Disaster Management Framework**
DTI	**Department of Trade and Industry**
DOE	**Department of Energy**
DWA	**Department of Water Affairs**
EAP	**Employee Assistance Programme**
EEDSM	**Energy Efficiency and Demand Side Management**
EPWP	**Expanded Public Works Programme**
EU	**Europian Union**
FBDM	**Frances Baaard District Municipality**
FY	**Financial Year**
GDP	**Gross Domestic Product**
GDS	**Growth and Development Strategy**
GV	**General Valuation**
GVA	**Gross Value Added**
HRM	**Human Resource Management**
IDP	**Integrated development Plan**
IGR	**Inter-Governmental Relations**
INEP	**Integrated National Electrification Programme**
IPP	**Independent Power Producer**
ISDG	**Infrastructure Skills Development Grant**
IT	**Information Technology**
IUDF	**Integrated Urban Development Framework**
KPA	**Key Performance Area**
LA	**Local Administeation**
LED	**Local Economic Development**
LGMIM	**Local Government Management Improvement Model**
LUMS	**Land Use Management Scheme**
MAYCO	**Mayoral Committee**
MIIF	**Municipal Infrastructure Investment Framework**
MPC	**Monetary Policy Committee**
MSA	**Municipal Structures Act**
MTREF	**Medium Term Revenue Expenditure Framework**
NDP	**National Development Plan**
NDPG	**Neighbourhood Development Partnership Grant**
NERSA	**National Energy Regulator of South Africa**
OPCAR	**Operational Clean Audit Report**
PMS	**Performance Management System**

RDP	**Reconstruction and Development Programme**
RBIG	**Regional Bulk Infrastructure Grant**
SARB	**South African Reserve Bank**
SCM	**Supply Chain Management**
SDBIP	**Service Delivery Budget Implementation Plan**
SDF	**Spatial Development Framework**
SDG	**Sustainable Development Goals**
SECCU	**Sustainable Energy and Climate Change Unit**
SLP	**Social Labour Plans**
SMME	**Small, Medium and Micro-Sized Enterprise**
SPLM	**Sol Plaatje Local Municipality**
SPLUMA	**Spatial Planning and Land Use Management Act**
SSEG	**Small Scale Embedded Generators**
TOD	**Transit Orientated Development**
UDS	**Urban Network Strategy**
UDZ	**Urban Development Zone**
WSA	**Water Service Authority**
WWTW	**Waste Water Treatment Works**

PREFACE

VISION AND MISSION OF SOL PLAATJE MUNICIPALITY

The strategic focus and direction for the municipality have been set out for five years to:

- Transform the city spatially
- Support Inclusive economic growth
- Provide services to all
- Govern well

The SDF NDP, IUDF, SDG, provincial and district strategies were looked at and these provided the development principles.
The strategic development agenda of SPLM is aimed at giving effect to the vision of the Municipality, namely:

TOWARDS A LEADING AND MODERN CITY

The vision set out for the Sol Plaatje Municipality to work towards a leading and modern city was announced by the Executive Mayor in August 2016 post elections. The strategic path to be forged is presented in the IDP. It is a programme to unlock the value of land to create economic opportunities and liveable human settlements with the foundation of quality and reliable infrastructure to deliver access to basic services. The vision – *Towards a Leading and Modern City* – underpins the idea of thinking in new ways, doing in new ways, being forward looking and innovative. As such this vision does not necessarily refer to the implementation of new projects, but rather *rethinking the way* in which we implement existing projects.

In order to achieve this vision, it will be important for SPLM to ensure growth in the local economy in order to be sustainable. The SPLM also needs to improve on the efficiency of its service delivery, the sustainability of its finances and the effectiveness of its administration.
Achieving a developmental state is not the responsibility of just the government – let alone local municipalities. In the spirit of the National Planning Commission's "National Development Plan - Vision 2030", stronger social partnerships between government, organised labour,

organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces.

The Key Tasks achieving a local developmental state as identified during the preparation of the IDP are:

- Include all in society – consultations and programmes
- Include all in the economy – rich and poor
- Develop post-apartheid settlements and pride of place
- Provide for universal coverage to deliver access to basic services

STRATEGIC PRIORITIES

Sol Plaatje is a pilot for the “new deal” - the Integrated Urban Development Framework. This is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the “Back to Basics” programme of local government a reality, a new vision “Towards a leading and modern city” is presented in the current IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernization. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well-connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

And therefore, the overarching strategy for development of the Sol Plaatje Municipality proposes looking at the IDP through the lens of geographical “space-economy”.

The “space-economy” means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, etc.) and the relationship of these settlements and activities to the infrastructure that connects and supports them and links in turn to surrounding agriculture and nature areas.

People live their lives in geographic space; how activities and infrastructure are organized in space fundamentally impacts on people’s access to economic and social opportunities. For example, locating housing for the poor far away from work opportunities, impacts on disposable income, work productivity and transport infrastructure provision. People have to pay a disproportionately high percentage of their incomes to move to and from work, journeys take a long time, and infrastructure and vehicles have to be provided and maintained to transport them. Also, locating business opportunities far from infrastructure increases the cost of products and diminishes the chances of success for large and small businesses. An informal trader or small café owner cannot hope to succeed without basic necessities such as water or a reasonable flow of passers-by.

The apartheid spatial legacy is the foundation for much of the inequity in society. A primary strategy of Apartheid was to manipulate the space-economy of towns, to provide good opportunities for whites and the rich and to deny opportunities for blacks and the poor. The best land and most viable locations, the best infrastructure and networks, have traditionally been offered to the minority of citizens. Only through restructuring the space-economy of our settlements can we hope to overcome our divided legacy.

Secondly, municipal strategy has over the last decade taken a strong “sectoral” approach. The approach looks at development in sectors such as Local Economic Development Plans, plans for ‘creative industries’, small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in

our settlements. For example, very few, if any, Local Economic Development Plans will look at the relationship between transport infrastructure, economic opportunity and job creation.

Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organized in space

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- transformed spatial structure
- economic growth objectives
- universal access to basic services,
- differentiated service requirements of households and human settlements and economic activity

Governance:

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.
- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

The municipality has taken steps over the past years to rebuild and stabilize the internal processes of delivery and build financial sustainability but due to the temporary suspension of the Municipal Manager and the Chief Financial Officer in June 2018 as well as strike actions it contributed to the decline in investments and financial constraints.

The removal of the Executive Mayor due to political issues led to the non-function of Committee and Council meetings. Council and Committee meetings only commenced after the appointment of a new Executive Mayor, Ald PS Mabilo in November 2018.

Even though the current situation is not ideal for the institution Sol Plaatje Municipality is still committed to exploit its full potential to:

- Reverse inefficient land use patterns
- Tackle the aging infrastructure of the city
- Deal with the results of the relatively stagnant economic landscape in a systematic way

Although the current needs are not fully funded, it is envisaged that a momentum on delivery will be developed to attract funding and additional investments to reach the goal and strategic objectives set out.

The focus is on developing thriving township economies and integrating the various organic urban nodes and economic corridors to make the appropriate linkages between urban and rural settlements. Once this strategic spatial vision is planned, implementation will follow through the development of urban management mechanisms and precinct developments.

At present land locked spaces and sprawling informal settlements dominate the spatial landscape. The land use patterns within the urban centres are not conducive to investment and robustness. This situation has led to crime, grime and dilapidation. This IDP places a higher value and importance on spatial governance and local economic development programmes playing a bigger role in transforming the spatial landscape and resultant consequences.

The strong elements of inequality in the form of racial or class exclusion in the spatial form will be attended to through programmes of public participation and intergovernmental relations. Community involvement will include participation in developing pride of place and in incoming generating projects. The areas of highest population densities in locations furthest away from economic opportunities with the least access to basic services will be targeted for inclusion. In achieving inclusion, subsidized housing and provision thereof will be located close to the urban core. This will require robust intergovernmental relations as the government housing developments provide platforms for people to develop and exit the trap of intergenerational poverty. Low density areas enjoy the privilege of owning large tracts of land that are located in very close proximity to economic opportunities. The divide between high and low density areas will be linked through a coordinated effort of spatial planning, local economic development and access to services.

The programme to eradicate the housing backlogs will be undertaken in a manner that creates integrated human settlements. In this respect a partnership with the province and national department of Human Settlements will be the main focus of intergovernmental relations. 30% of the Northern Cape housing backlog exists in Sol Plaatje, thus the focus would be to ramp up the planning and delivery of houses, with clear economic spin offs to boost the local economy.

Housing developments that will build the future should take pride in creating spaces for recreation, sports, and community gathering. These developments should encompass elements that combat crime, promote social cohesion and improve the quality of life for the poor. The stubborn problem of the inability to reach universal coverage on basic services to all will be tackled with integrated infrastructure plans that link to spatial planning and local economic development potentials.

A special attempt will be made to attract investment to grow the economy over time with the tourism being developed as the anchor. At the same time, the informal sector and small and micro enterprises will be supported to participate in the industrial value chain. A substantial number of households are dependent on social grants. These households will be targeted to be involved in a range of income generating activities to enable community development, social upliftment and personal growth. These efforts will begin to fundamentally address the challenges of poverty, vulnerability, inequality and social exclusion.

The biggest challenge confronting many municipalities in South Africa including the Sol Plaatje Municipality is on addressing service delivery backlogs whilst at the same time meeting the demands arising from continuous local population growth (combination of natural growth and in-migration) with the concomitant growth in the number of households.

The historical backlog together with the resultant demand from growth for new infrastructure, services and housing surpasses the fiscal capacity of many municipalities. The equitable share and conditional financial grants as well as own revenue generation are insufficient to meet infrastructure investment requirements. Own revenue generation by municipalities is constrained by weak local fiscal bases due to low economic growth and very low employment and household income levels.

- As the local state is a developmental state, a special focus on the involvement of all stakeholders will be developed. All communities will be involved in working to make Sol Plaatje a clean, livable and vibrant city. The future focus is about

leaving a legacy for the next generation, the building blocks of skills, leveraging local resources and maintaining active engagements with all citizens will modernize the city and provide the necessary platform for Sol Plaatje leaders to lead the “new deal” for all citizens.

SPLM’s IDP Objectives and strategies are indicated in the table below:

Table 1: National KPA's and IDP Objectives

National KPA	National Outcome 9: A responsive, accountable, effective and efficient local government system	Strategic Objectives to reach the Vision "Towards a Leading and Modern City"	Key Strategic Focus	IDP Strategies	Detail Project related objectives as per the SDBIP
Strategic Economic Development and Planning	Outcome: A spatially transformed, equitable and productive city	**Inclusive Growth**: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. **Spatial Transformation:** To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities	Land Development	Accelerate preparation, approvals and release of land for development supporting integrated human settlement, agricultural production, redevelopment of mining land and regional economic targets	To develop sustainable living through job creation (EPWP and other initiatives)
			Skills Development and Income Generation	Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector. Facilitate household income generating activity linked to various sectors in the economy	To capacitate SMME's and local entrepreneurs
			Place Marketing	Undertake a rigorous and consistent investment facilitation and place marketing programme to attract investment and promote tourism underpinned by strongly positioned and managed Brand	Marketing the municipality as premier destination for tourism and investment
			City Centre	Create an activity spine with a number of mixed use land uses that will extend upon the corridor emerging from the Kimberly CBD	To ensure effective spatial planning and development in order to establish a competitive economic position

			New urban nodes	Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City.	
			Galeshewe to become a post-apartheid town	Undertake upgrading, formalisation and institute better spatial governance so that majority of people are able to carry out income generating activity and live work and play in an integrated human settlement	
			Economic nodes	Massively expand agricultural production and agro-processing by developing an agro-export corridor, unlock the value of degraded mining land and heritage and tourist attractions.	To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives; To place marketing as a productive and profitable section of the municipality
Basic and Sustainable Service delivery and Infrastructure Development	Outcome: Access to quality and affordable basic services for all	**Service Provision:** To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: • transformed spatial structure • economic growth objectives • universal access to basic services, • differentiated service requirements of households and human settlements and economic activity	Basic Services	Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure
			Community Services	Provide and operate community services according to sustainable human settlement norms and standards	To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure
			Social Services	Work with provincial and national government for adequate provisioning of social services	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services
			Production	Provide necessary infrastructure for economic production purposes and for income generating activity in households including city-wide as well as regional connectivity	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure.

			Economic Sectors	Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector	To improve public transport system and services
			Basic Services		To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects
					Development of suitably located and affordable housing (shelter) and decent human settlements;
					To build equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion).
					To ensure sustainable delivery of community services (including environmental health, emergency and traffic services) to all residents of SPLM.
					To ensure the availability of critical service delivery tools at all times (fleet management)
Municipal Financial Viability and Management	Outcome: Improved financial sustainability and	**Governance**: To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency	Financial Governance	Revenue enhancement and operational efficiency	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management

	administrative capacity			Grow the rates base and grow revenue collection; and undertake municipal functions in a cost effective manner	Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams
Municipal Institutional Development and Transformation	Outcome: Implemented differentiated approach to financial planning and support	**Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.	Spatial Governance	Regulate the entire City space according to a common spatial development vision and single land use management system	To provide a basis for sustainable municipal performance improvement
			IGR and Stakeholder Relations	Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth	To improve effective human resource development to staff and Councillors
					To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality
					To enable effective training and skills development through various initiatives and partnering with the private sector.
Good Governance and Public Participation	Outcome: Good Governance and public participation	**Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.	Ward Committees	Focus on outreach and meaningful involvement of the wards in improving the quality of life	To promote community participation and communication
					To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.
			-		To ensure an improved audit opinion through continuous assessment of risk.

CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Sol Plaatje Municipal (SPLM) Council adopted its 5-year Integrated Development Plan for its term of office on 31 May 2017. This is the second review of the 2017/18 – 2021/22 IDP and is therefore not a "new" IDP. This reviewed IDP indicates the changes to the adopted IDP and the implementation of the Plan thus far – at mid-year 2018/19 as well as new information, both internal and external that will have an effect on the further implementation of the IDP. The IDP will also be reviewed in terms of the relevance of its strategic objectives in line with shifts in national and provincial policies and plans.

1.2 LEGAL BACKGROUND

The IDP process is guided by various legislation, policies and guidelines which require careful consideration when the document is compiled. These include amongst others the following:

- SA Constitution, Act 108 of 1996 White paper on Local Government
- Municipal Structures Act, 117 of 1998, Municipal Systems Act, 32 of 2000
- Municipal Planning & PMS Regulations (2001) Municipal Finance Management Act, Act 56 of 2003
- Intergovernmental Relations Framework Act, Act 13 of 2006

The ***Constitution of the Republic of South Africa*** outlines the type of local government needed. Sections 152 and 153 of the Constitution prescribe local government being in charge of the development process and municipal planning, and describe the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matters of local government.

The ***Municipal Structures Act (MSA) Act 32 of 2000*** requires municipalities to develop Integrated Development Plans that should be single, inclusive and strategic in nature. Once adopted, the IDP of a municipality will guide development within the relevant council's area of jurisdiction, and should also be reviewed annually. In addition, the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the minimum requirements for an Integrated Development Plan
Section 21(2) of the ***Municipal Finance Management Act (Act 56 of 2003) (MFMA)*** states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

Consult-

- the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and

Provide, on request, any information relating to the budget-

- to the National Treasury; and subject to any limitations that may be prescribed, to
- the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- any other national and provincial organ of states, as may be prescribed; and
- another municipality affected by the budget.

1.3 IDP REVIEW PROCESS

According to Section 28(1) of the Municipal System Act, 32 of 2000, a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. The Process Plan and the schedule for IDP Public Engagement Sessions adopted by Council on 28 November 2018 are attached as **Annexures 1 and 2.**

The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

Public participation

Measures will be taken to ensure that municipalities engage with their communities.
Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

- The existence of the required number of functional Ward committees.
- The number of effective public participation programmes conducted by Councils.
- The regularity of community satisfaction surveys carried out.

CHAPTER 2: STRATEGIC ANALYSIS

2.1 MUNICIPAL PROFILE

Below are some key statistics relating to demographic and socio-economic trends in the Sol Plaatje Municipality. This information comes from STASSA 2011 Census, the 2016 Community Survey and the Sol Plaatje Statistical Overview performed by IHS Information and Insight in 2015. The statistics included in the IDP document were obtained mainly form the Census 2011 outcomes. However, for the purposes of the IDP review, and taking cognisance of the fact that the Community Survey 2016 is used as a basis for the budget assumptions, this chapter also includes statistical information from these two additional sources. At the end of this section some conclusions and contextual issues are mentioned relating to this information.

2.1.1 Person Statistics

The table below presents relevant assumptions that were used in the development of the IDP and IDP review.

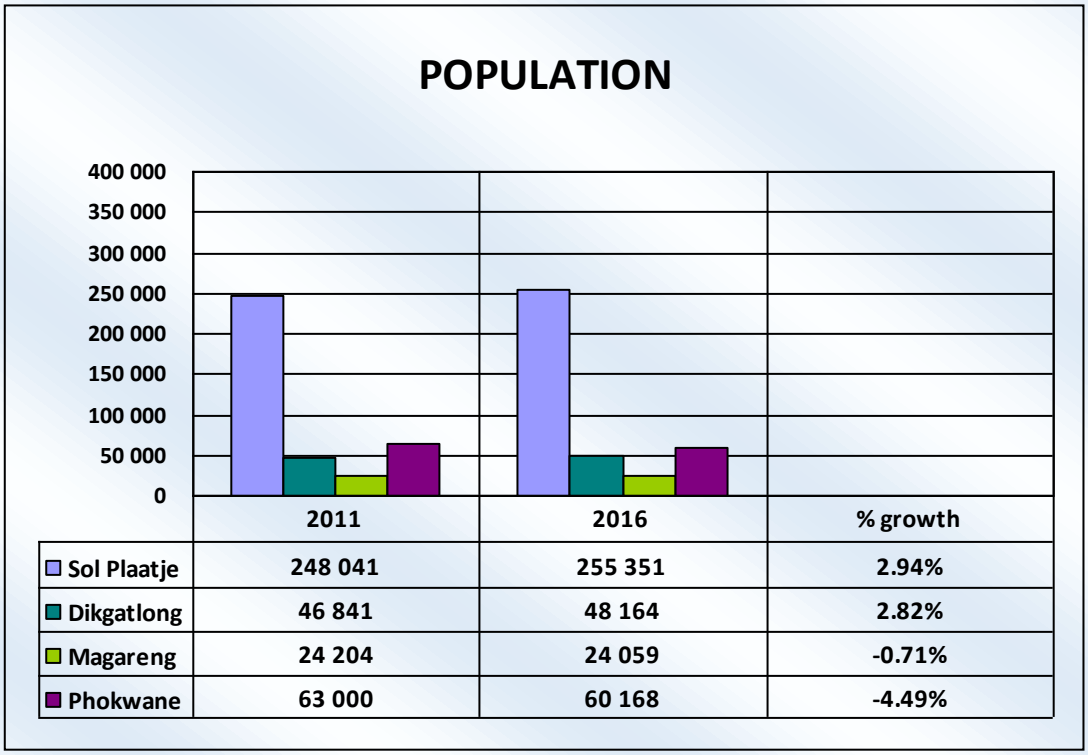
Table 2: Key Statistics Summary

Key Statistics summary		
People	**2011 Census**	**2016 CS**
Region area (sq km)	3 145	3 160
Population	248 041	255 351
Population density (nr of people per sq km)	79	81
Population growth rate (pa 2001-2011)	2.04%	0.6%
Economically active population (as % of total pop.)	66,2%	
No schooling age 20+	10%	
Higher education aged 20+	9%	
Matric aged 20+	21%	72 593
Households		
No of households	60 297	72 012
Average household size	3.9	3.5
Percentage female headed households	41%	n.a
Formal Dwellings	81.6%	85.9%
Houses owned/paying off	61.2%	n.a
Flush toilet connect to sewerage	82.8%	88.1%
Weekly refuse removal	84.3%	n.a
Piped water inside dwelling	61.9%	n.a
Electricity for lighting	84.9%	91.8%
Disposable income (Rand, current prices)	10 824	n.a

Key Statistics summary		
People	**2011 Census**	**2016 CS**
Economy		
Formal sector employment estimates	60 457	n.a
Informal sector employment estimates	15 297	n.a
Unemployment rate (official)	31.9%	n.a
Youth unemployment rate (official) 15-34	41.7%	n.a
Economic output in 2013 (GDP, R' million current prices)	16 531	23 170
Share of economic output (GDP% of SA in current prices)	0.6%	0.58%
Gross domestic fixed investment (Rm constant prices)	1904	n.a
Economic growth performance 1995-2013 (GVA at basic prices)	0.6%	1.51%
Source: Stats SA and Quantec		

The chart below shows the population growth from 2011 to 2016 in the Sol Plaatje and surrounding municipal areas.

Chart 1: Population Community Survey 2016



	2011	2016	% growth
Sol Plaatje	248 041	255 351	2.94%
Dikgatlong	46 841	48 164	2.82%
Magareng	24 204	24 059	-0.71%
Phokwane	63 000	60 168	-4.49%

The municipality has experienced a positive growth of 2.94% in the population from 2011 to 2016 while Magareng and Phokwane experienced a negative growth.

Table 3: Total population - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2011-2016 [Numbers percentage]

	Sol Plaatje	Frances Baard	Northern Cape	National Total	Sol Plaatje as % of district municipality	Sol Plaatje as % of province	Sol Plaatje as % of national
2011	238,000	364,000	1,120,000	51,500,000	*65.5%*	*21.3%*	*0.46%*
2012	244,000	371,000	1,140,000	52,400,000	*65.7%*	*21.4%*	*0.47%*
2013	250,000	379,000	1,160,000	53,200,000	*65.9%*	*21.5%*	*0.47%*
2014	255,000	386,000	1,180,000	54,100,000	*66.1%*	*21.7%*	*0.47%*
2015	260,000	393,000	1,200,000	54,900,000	*66.2%*	*21.8%*	*0.47%*
2016	255,351	387,741	1,193,780	55,653,654	*65.8%*	*21.3%*	*0.45%*
Average Annual growth							
2011-2016	***0.6***%	***0.3***%	***0.9***%	***1.6***%			

Source SA Community Survey, 2016

With almost 255,351 people, the Sol Plaatje Local Municipality housed 0.45% of South Africa's total population in 2016. Between 2011 and 2016 the population growth averaged 0.6% per annum which is lower than the growth rate of South Africa as a whole (1.6%). Compared to Frances Baard's average annual growth rate (0.3%), the growth rate in Sol Plaatje's population at 0.6% was slightly higher than that of the district municipality.

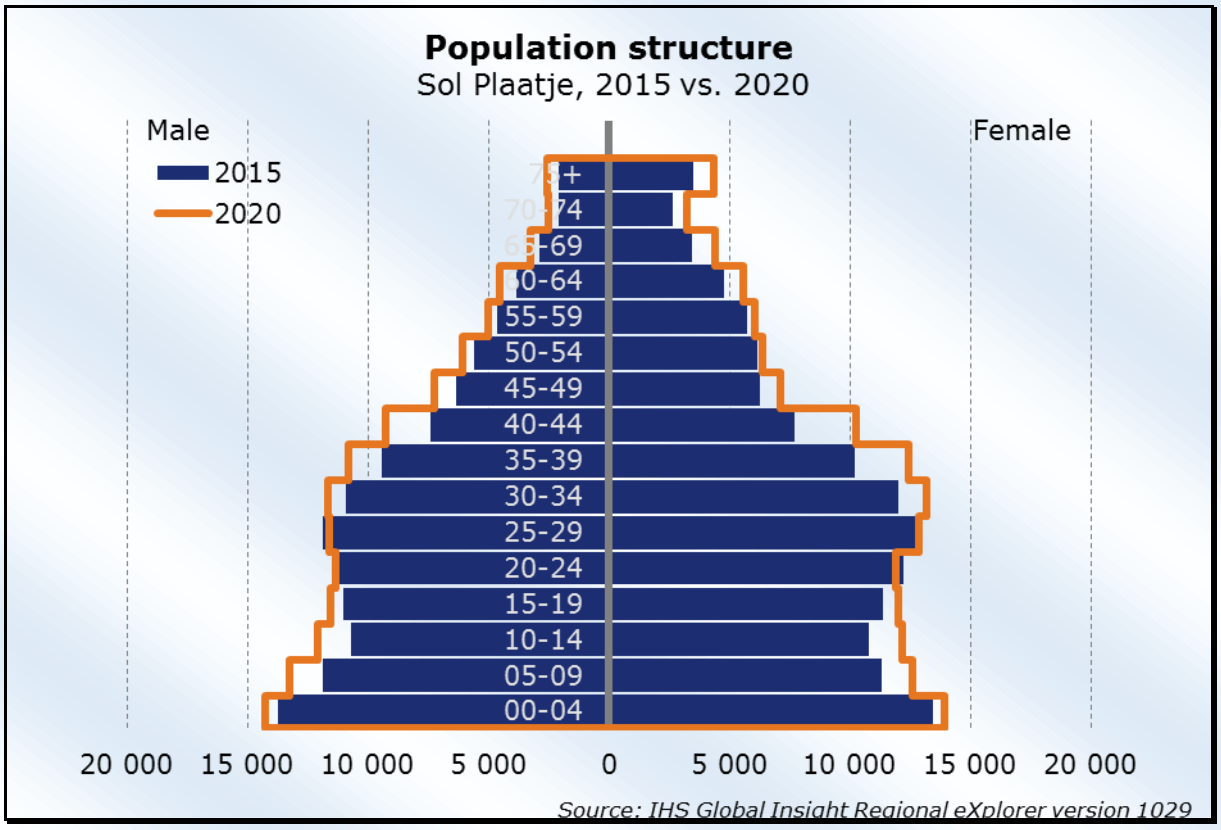
Table 4: Population projections - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2015-2020 [Numbers percentage]

	Sol Plaatje	Frances Baard	Northern Cape	National Total	Sol Plaatje as % of district municipality	Sol Plaatje as % of province	Sol Plaatje as % of national
2015	260,000	393,000	A,200,000	54,900,000	*66.2%*	*21.8%*	*0.47%*
2016	265,000	400,000	1,210,000	55,700,000	*66.3%*	*21.9%*	*0.48%*
2017	271,000	407,000	1,230,000	56,500,000	*66.5%*	*21.9%*	*0.48%*
2018	276,000	414,000	1,250,000	57,400,000	*66.6%*	*22.0%*	*0.48%*
2019	281,000	421,000	1,270,000	58,100,000	*66.6%*	*22.1%*	*0.48%*
2020	285,000	428,000	1,290,000	58,900,000	*66.7%*	*22.2%*	*0.48%*
Average Annual growth							
2015-2020	***1.85***%	***1.70***%	***1.46***%	***1.42***%			

Source: IHS Global Insight Explorer Version 1029

The population projection of Sol Plaatje Local Municipality shows an estimated average annual growth rate of 1.9% between 2015 and 2020. The average annual growth rate in the population over the projection period for Frances Baard District Municipality, Northern Cape Province and South Africa is 1.7%, 1.5% and 1.4% respectively and is lower than that the average annual growth in Sol Plaatje Local Municipality.

Chart 2: Population structure 2015 vs 2020



The population pyramid reflects a projected change in the structure of the population from 2015 and 2020. The differences can be explained as follows:

In 2015, there is a significantly larger share of young working age people between 20 and 34 (27.4%), compared to what is estimated in 2020 (25.4%). This age category of young working age population will decrease over time.

The fertility rate in 2020 is estimated to be slightly higher compared to that experienced in 2015.

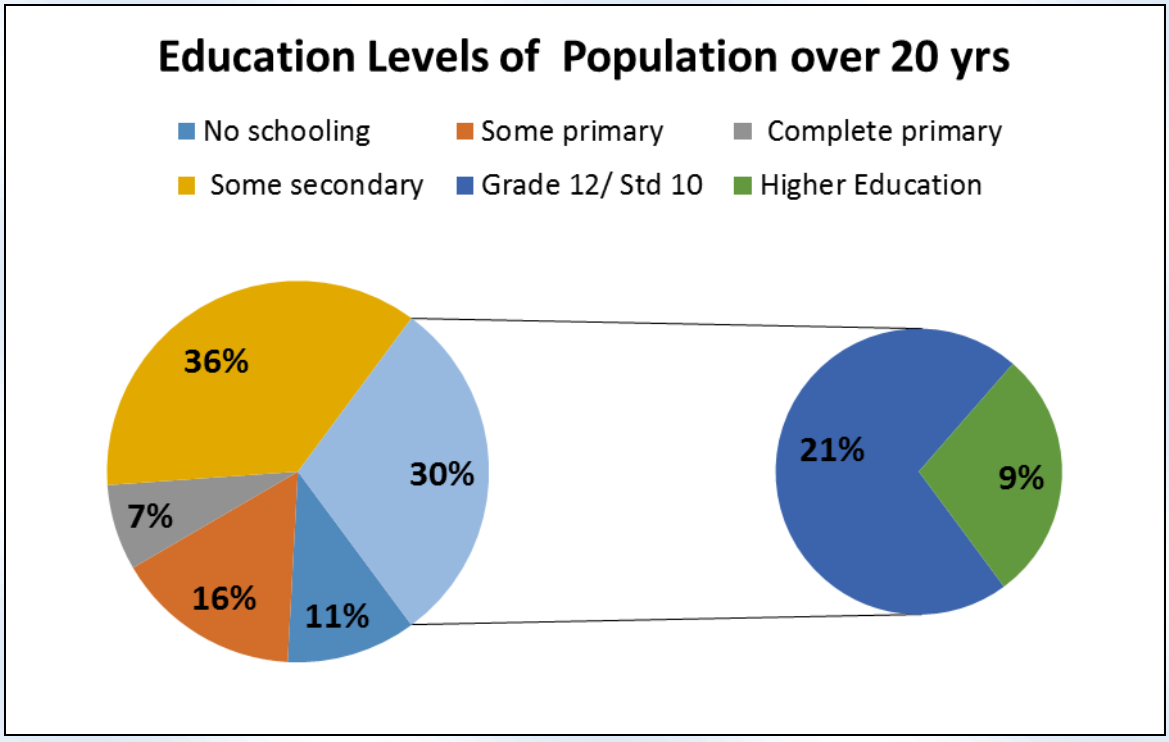
The share of children between the ages of 0 to 14 years is projected to be slightly smaller (27.4%) in 2020 when compared to 2015 (27.6%).

In 2015, the female population for the 20 to 34 years age group amounts to 14.3% of the total female population while the male population group for the same age amounts to 13.2% of the total male population. In 2020, the male working age population at 12.1% does not exceed that of the female population working age population at 13.3%, although both are at a lower level compared to 2015.

2.1.2 Labour market and Educational statistics

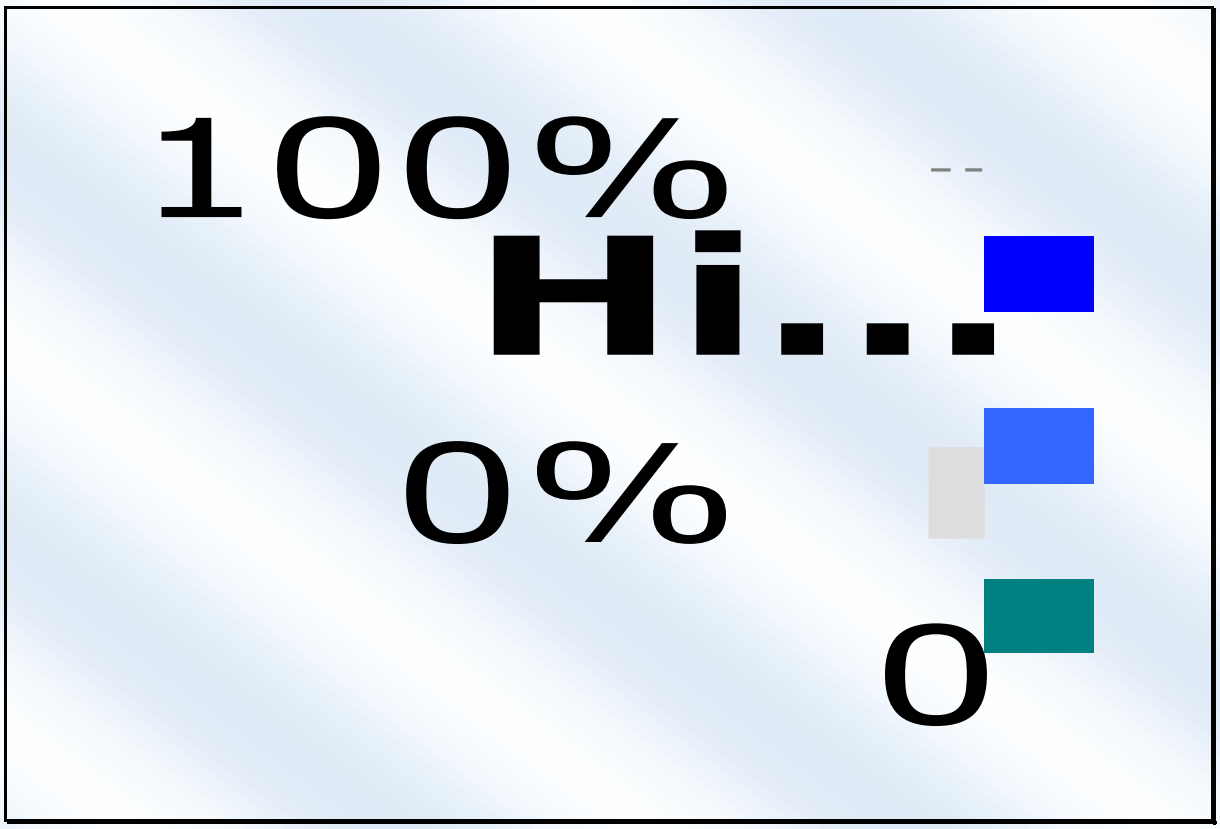
Of the population over 20 years, 30% have matric and higher education, while 10% indicate no schooling. The remaining 60% have some primary schooling and some secondary schooling. This will pose a serious problem for the future economic trajectory as skills will have to be built to suit the economic path and in the short-term skills will have to be brought in from skilled areas.

Chart 3: Labour Market and Education Statistics 2011 compared to 2001



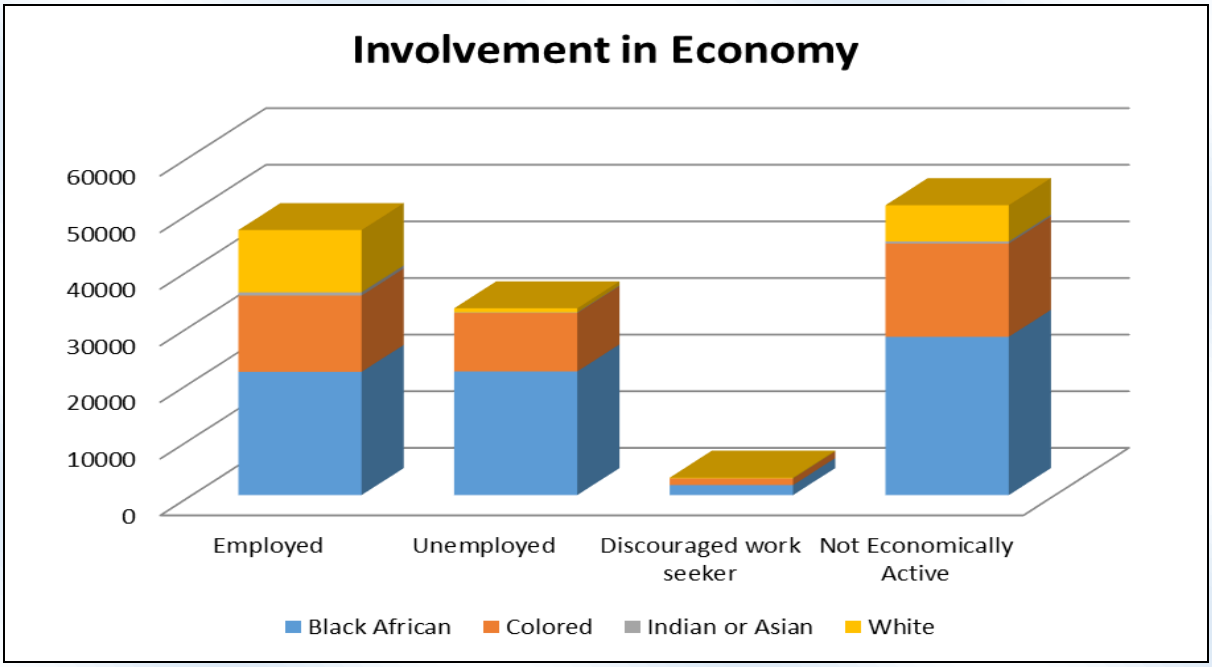
Source Stats SA & Quantec

Chart 4: Highest level of Education 15+ (2005 vs. 2015)



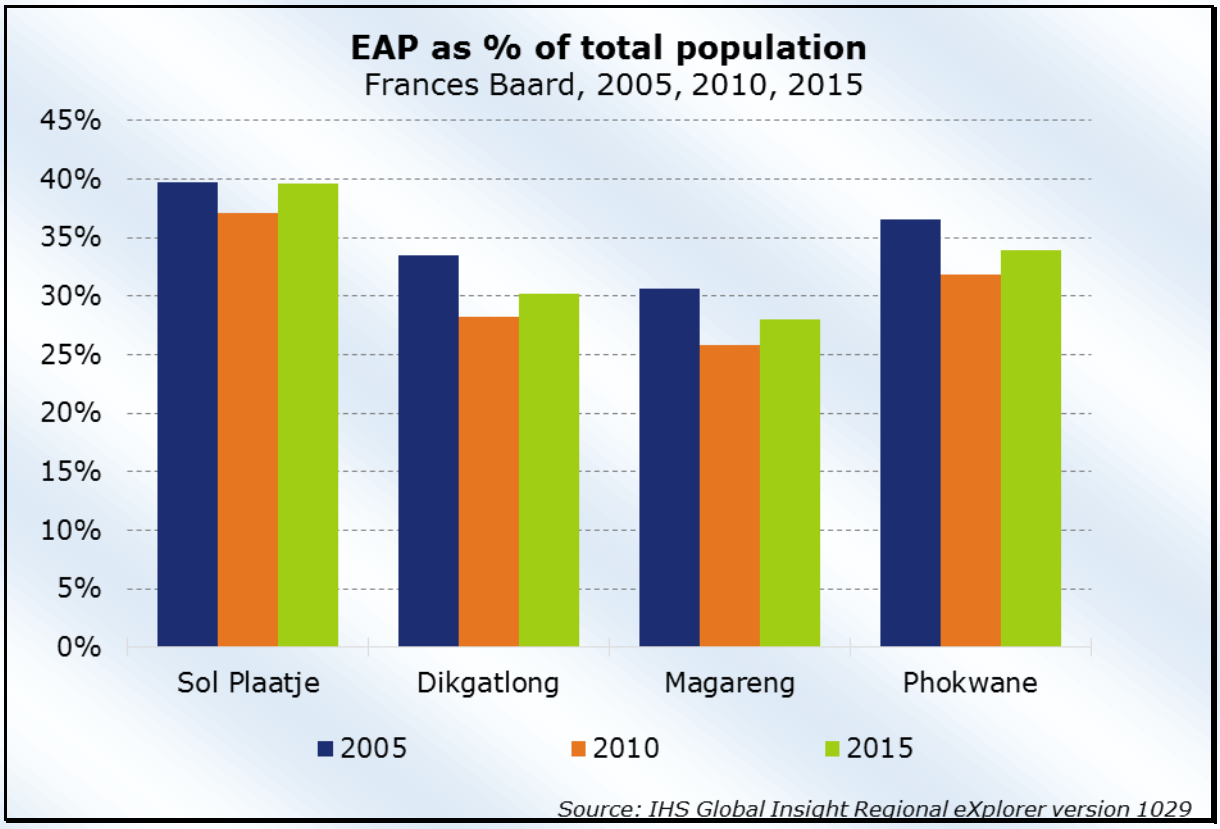
Within Sol Plaatje Local Municipality, the number of people without any schooling decreased from 2005 to 2015 with an average annual rate of -3.43%, while the number of people within the 'matric only' category, increased from 32,100 to 49,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.65%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.82%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Chart 5: Involvement in the economy



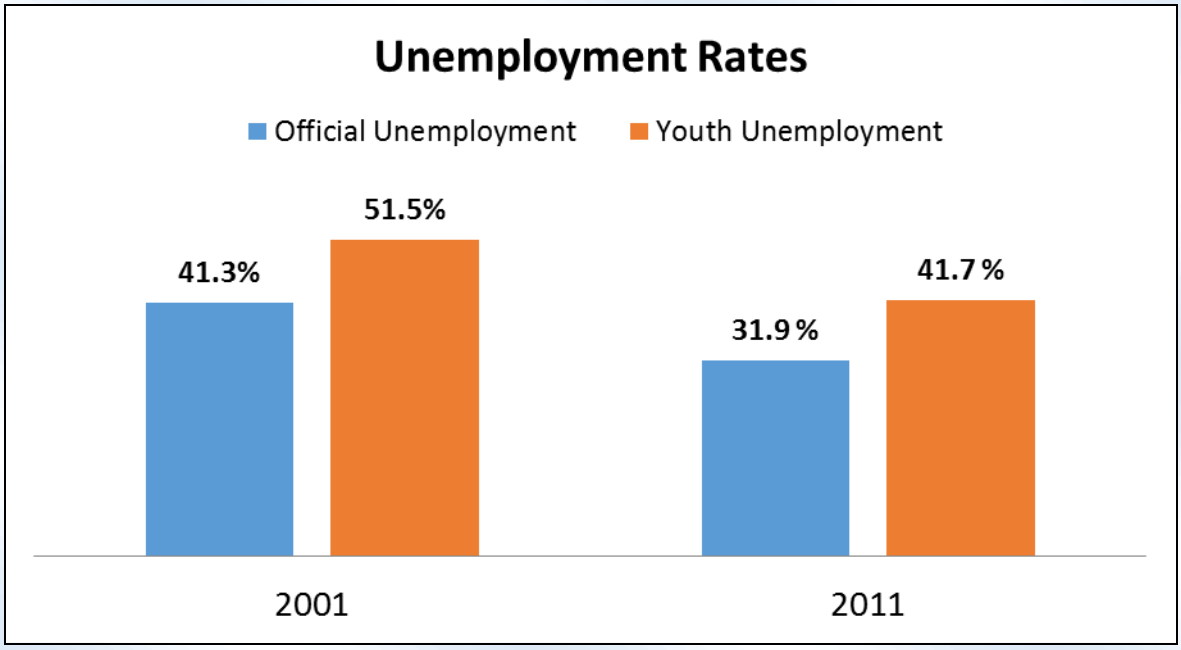
Source Stats SA & Quantec

Chart 6: EAP as a percentage of total population



In 2005, 39.7% of the total population in Sol Plaatje Local Municipality were classified as economically active which decreased to 39.6% in 2015. Compared to the other regions in Frances Baard District Municipality, Sol Plaatje local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Magareng local municipality had the lowest EAP with 28.0% people classified as economically active population in 2015.

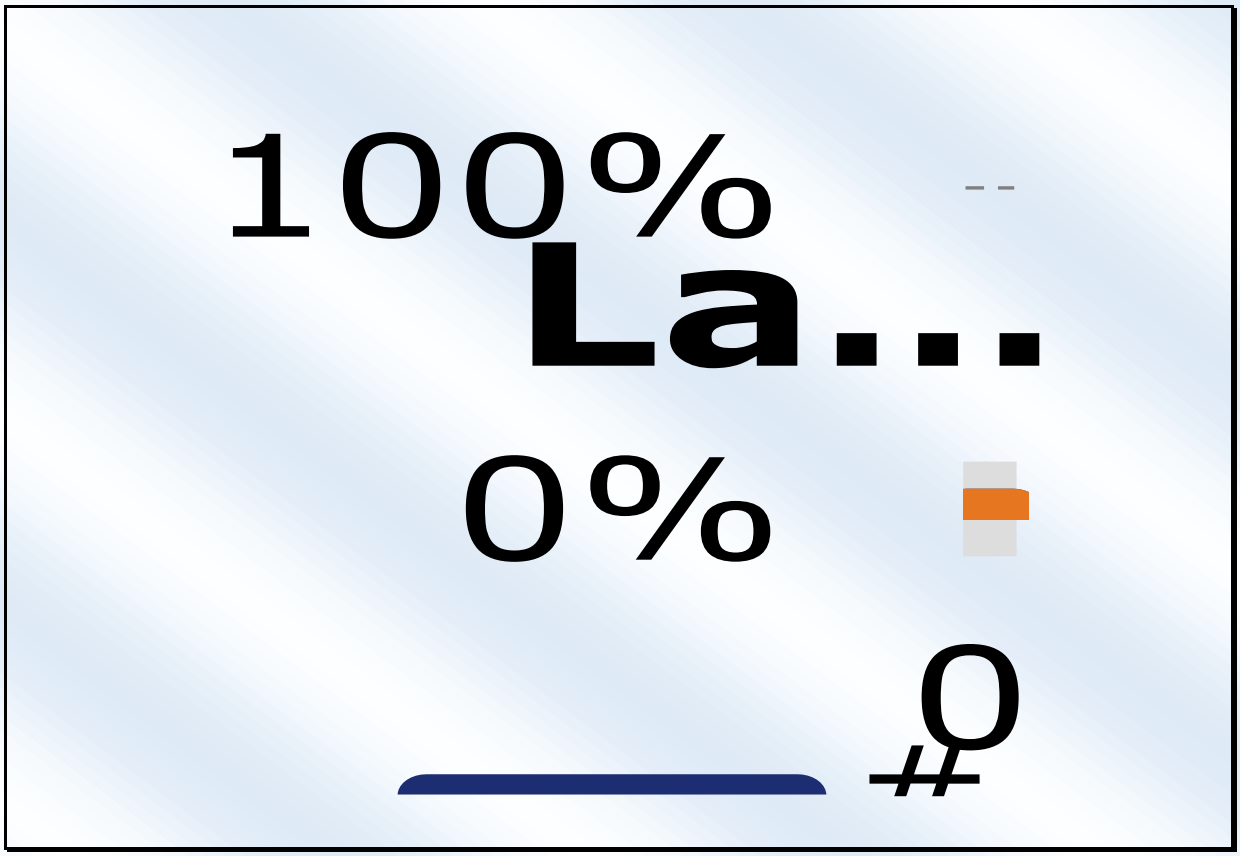
Chart 7: Unemployment Rates



Source Stats SA & Quantec

Of the economically active people in the municipality, 31.9% are unemployed (narrow definition of unemployment). 41.7% of the economically active youth (15 – 34 years) in the area are unemployed. This figure is compelling enough to direct a special focus on youth employment.

Chart 8: Labour force and Unemployment Rates



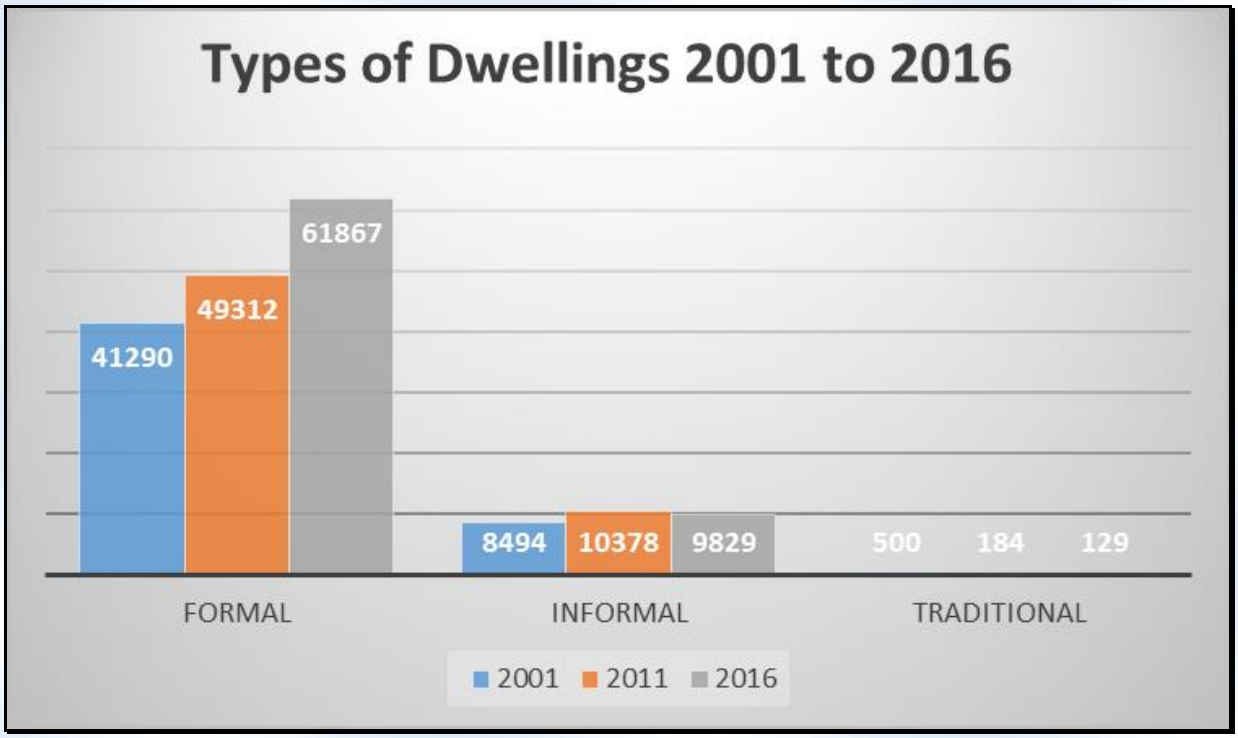
In 2015 the labour force participation rate for Sol Plaatje was at 60.0% which is very similar when compared to the 59.2% in 2005. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2005, the unemployment rate for Sol Plaatje was 36.6% and decreased overtime to 36.0% in 2015. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Sol Plaatje Local Municipality**.**

2.1.3 Household Statistics

Chart 9 shows a comparison between the number and types of dwellings in Sol Plaatje and surrounding municipal areas, from 2001 to 2016.

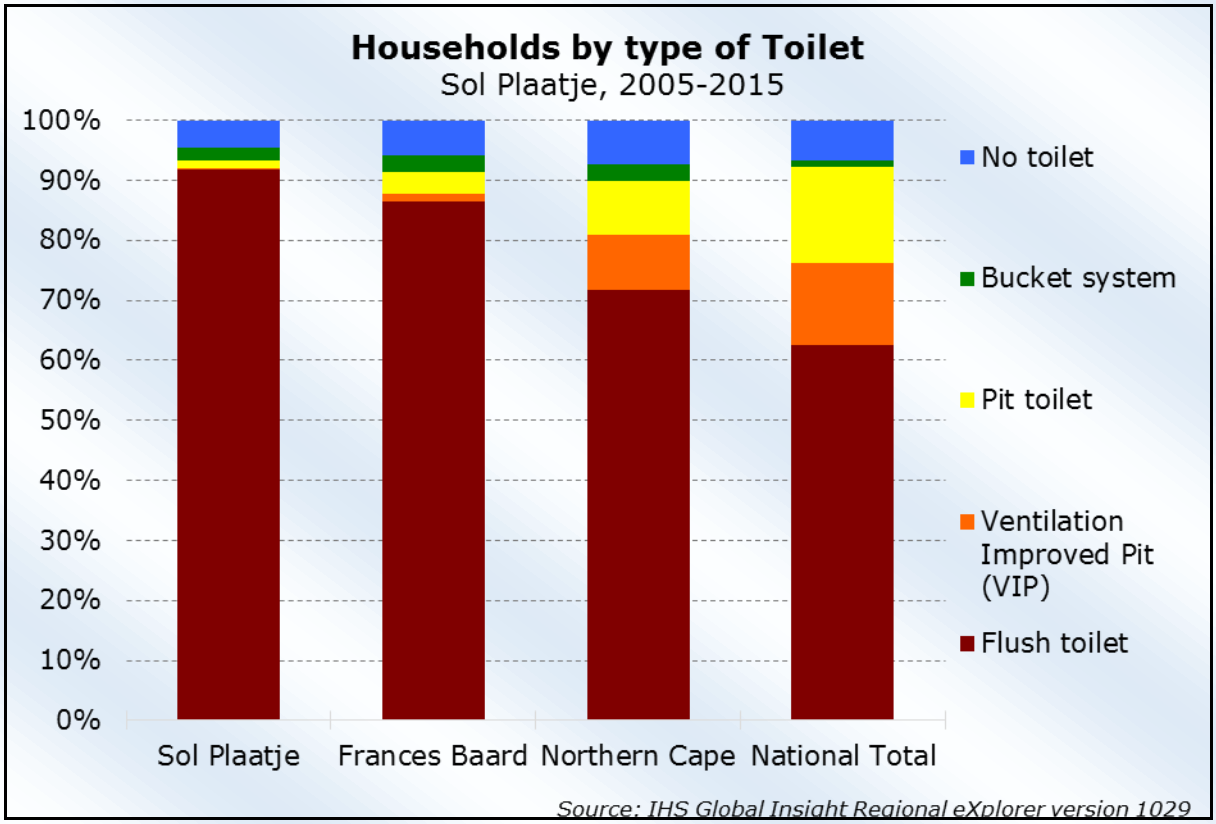
During the 2011 Census 10378 households lived in informal settlements. This number increased to 9829 by end of 2016, according to the Community Survey performed by STATS SA. Refer to chart 9 below for further detail.

Chart 9: Types of dwellings



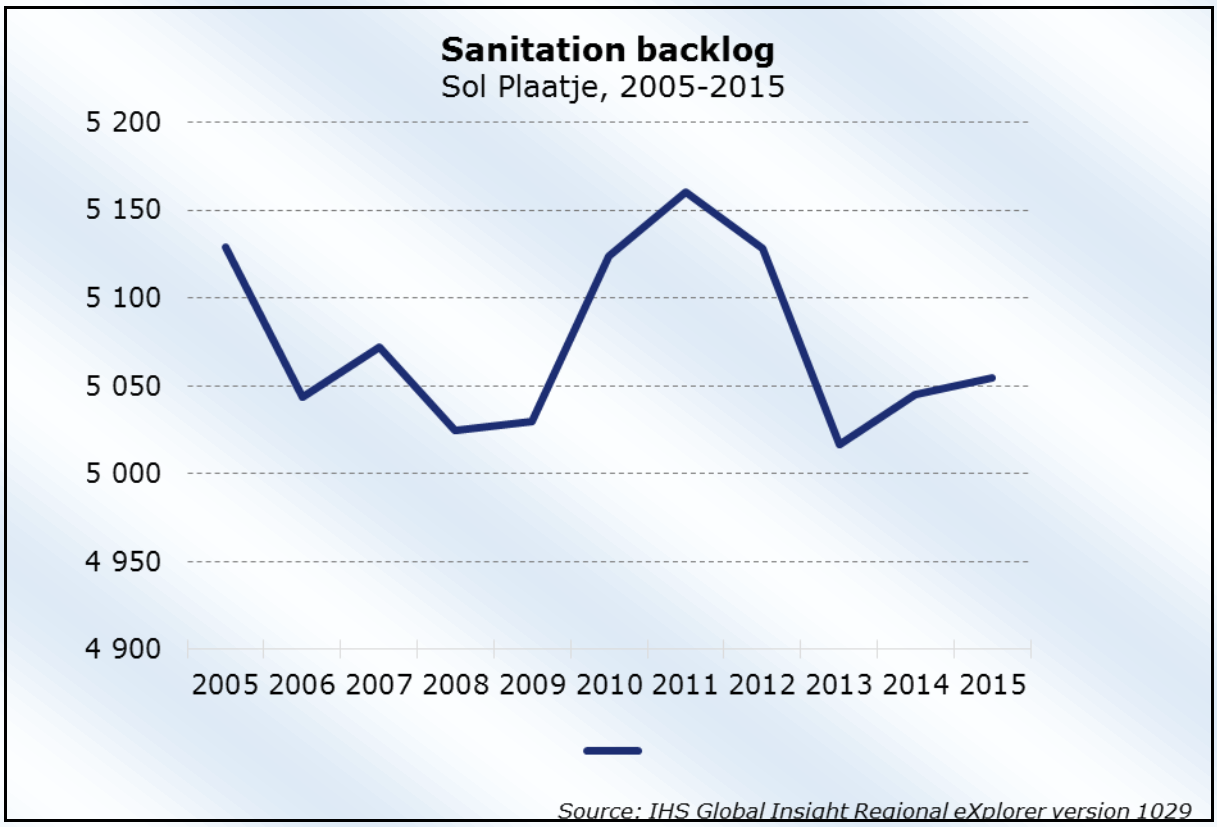
Source Stats SA & Quantec

Chart 10: Households by type of toilet



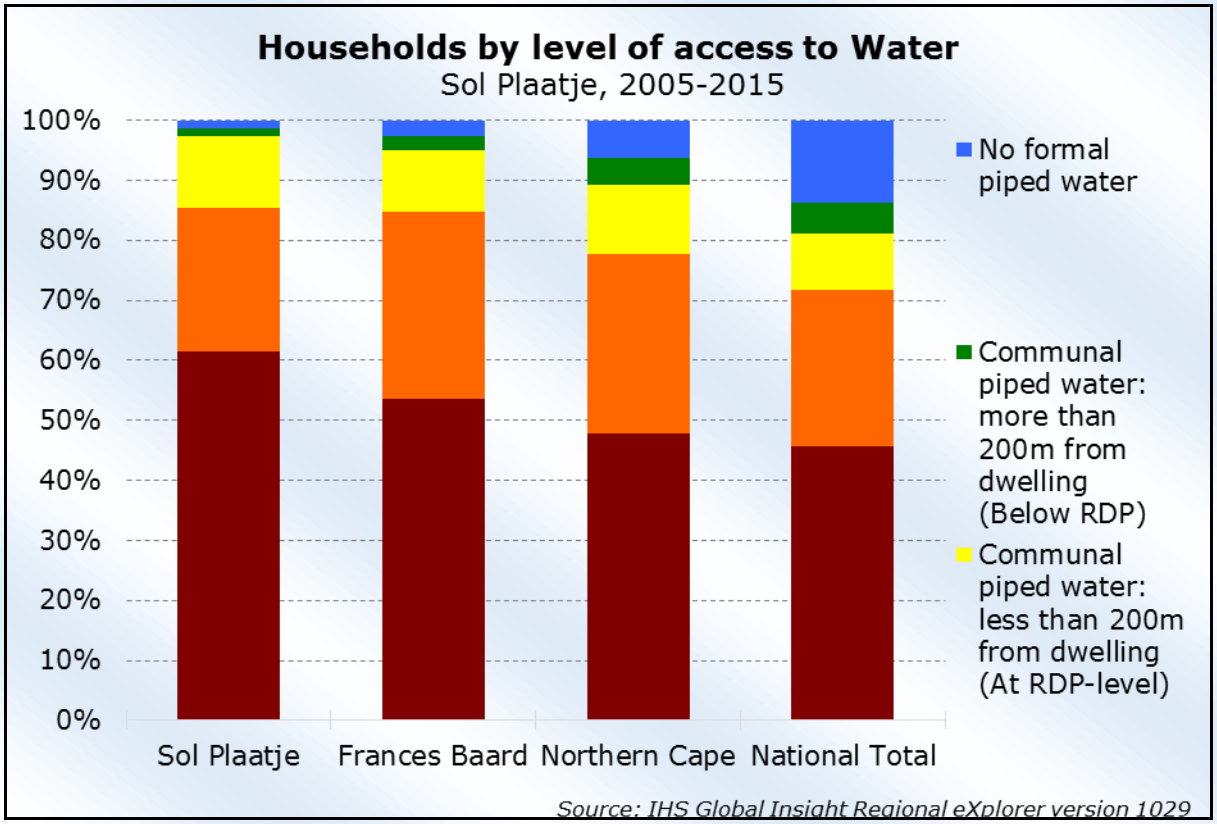
Sol Plaatje Local Municipality had a total number of 58 900 flush toilets (91.89% of total households), 144 Ventilation Improved Pit (VIP) (0.22% of total households) and 751 (1.17%) of total household's pit toilets.

Chart 11: Sanitation backlog



When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Sol Plaatje Local Municipality was 5 130, this decreased annually at a rate of -0.15% to 5 050 in 2015.

Chart 12: Households by level of access to water



Sol Plaatje Local Municipality had a total number of 39 400 (or 61.44%) households with piped water inside the dwelling, a total of 15 400 (24.05%) households had piped water inside the yard and a total number of 874 (1.36%) households had no formal piped water.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2005 the number of households below the RDP-level were 924 within Sol Plaatje Local Municipality, this increased annually at 6.50% per annum to 1 730 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is lower than the annual increase of 1.86% in the number of households in South Africa.

Chart 13: Households by level of access to water

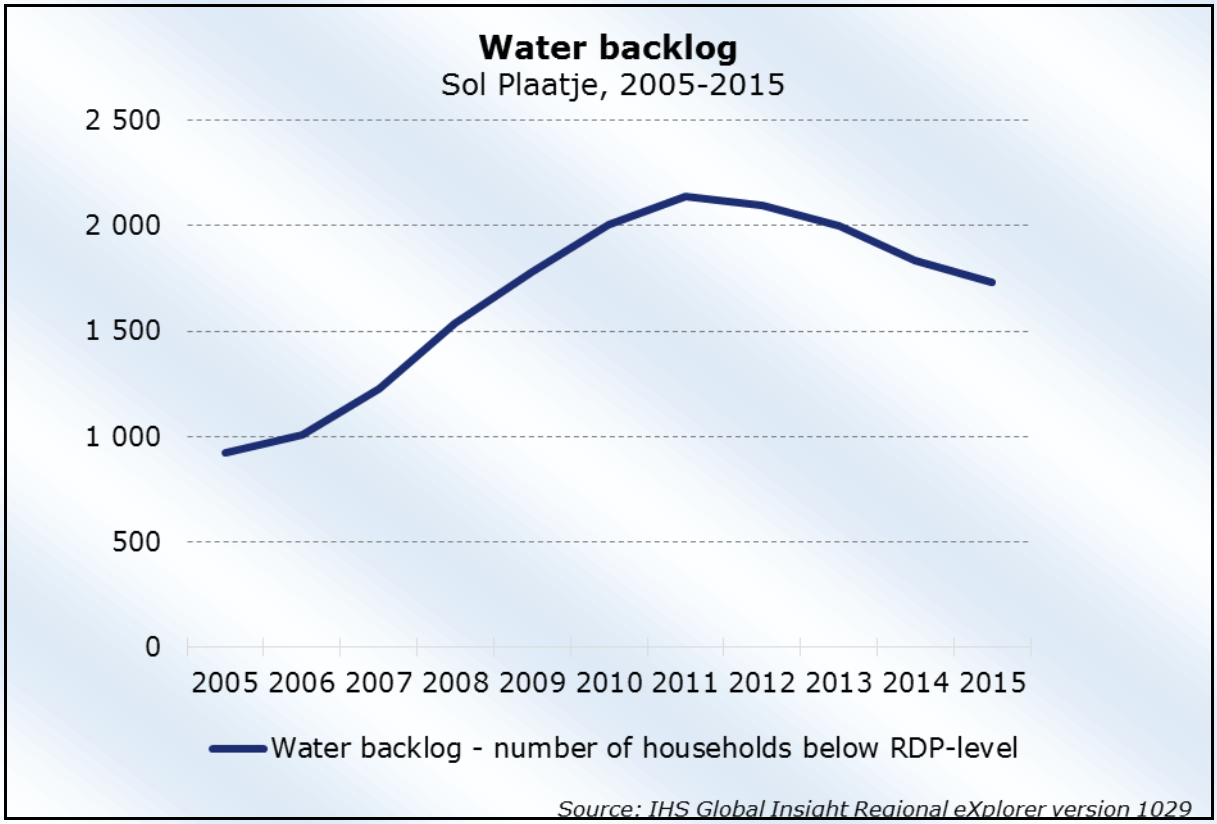
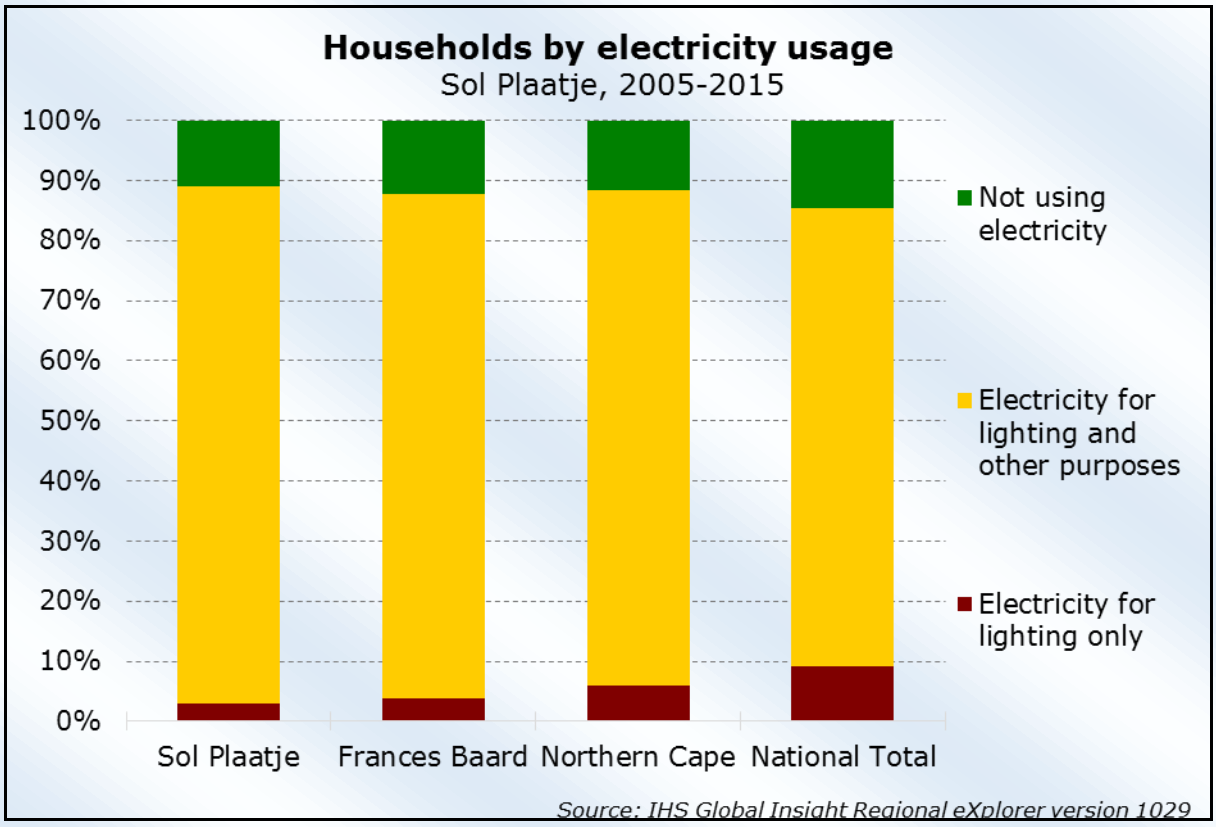
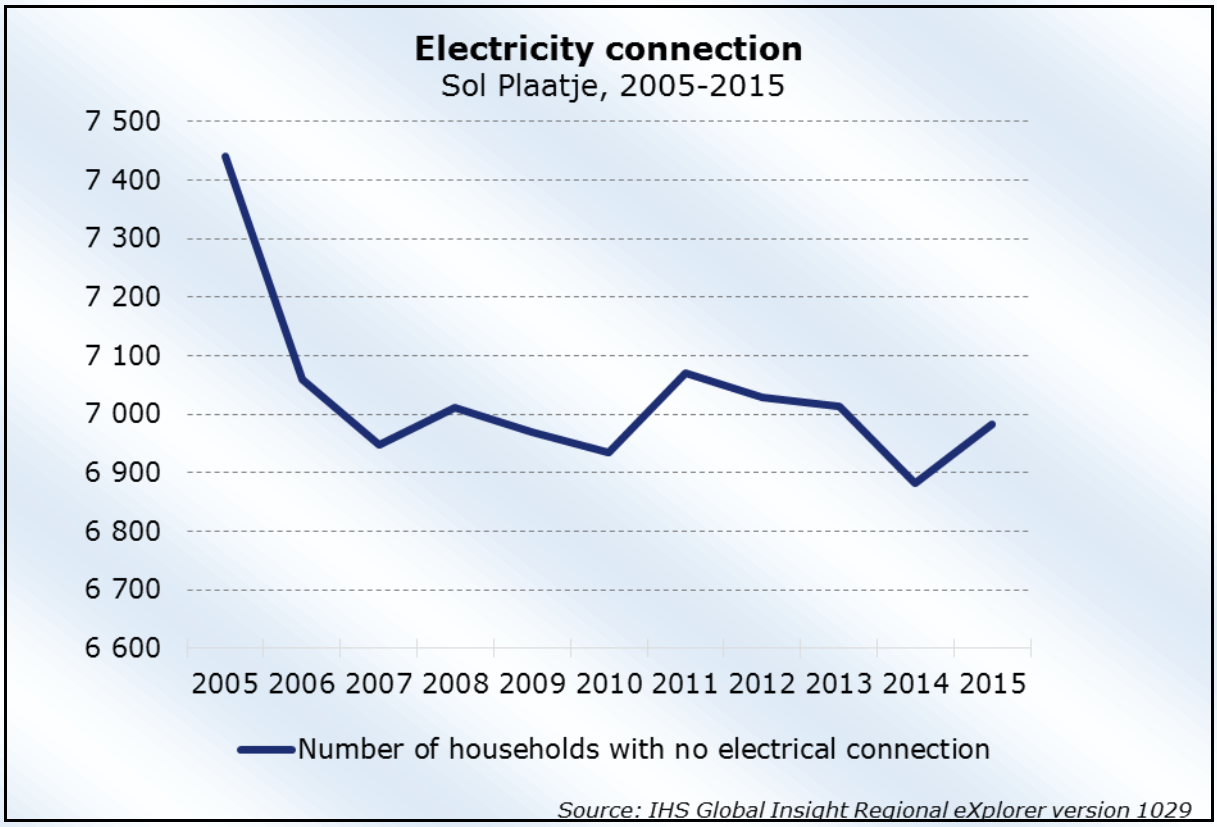


Chart 14: Households by electricity usage



Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection). Sol Plaatje Local Municipality had a total number of 1 920 (3.00%) households with electricity for lighting only, a total of 55 200 (86.11%) households had electricity for lighting and other purposes and a total number of 6 980 (10.89%) households did not use electricity.

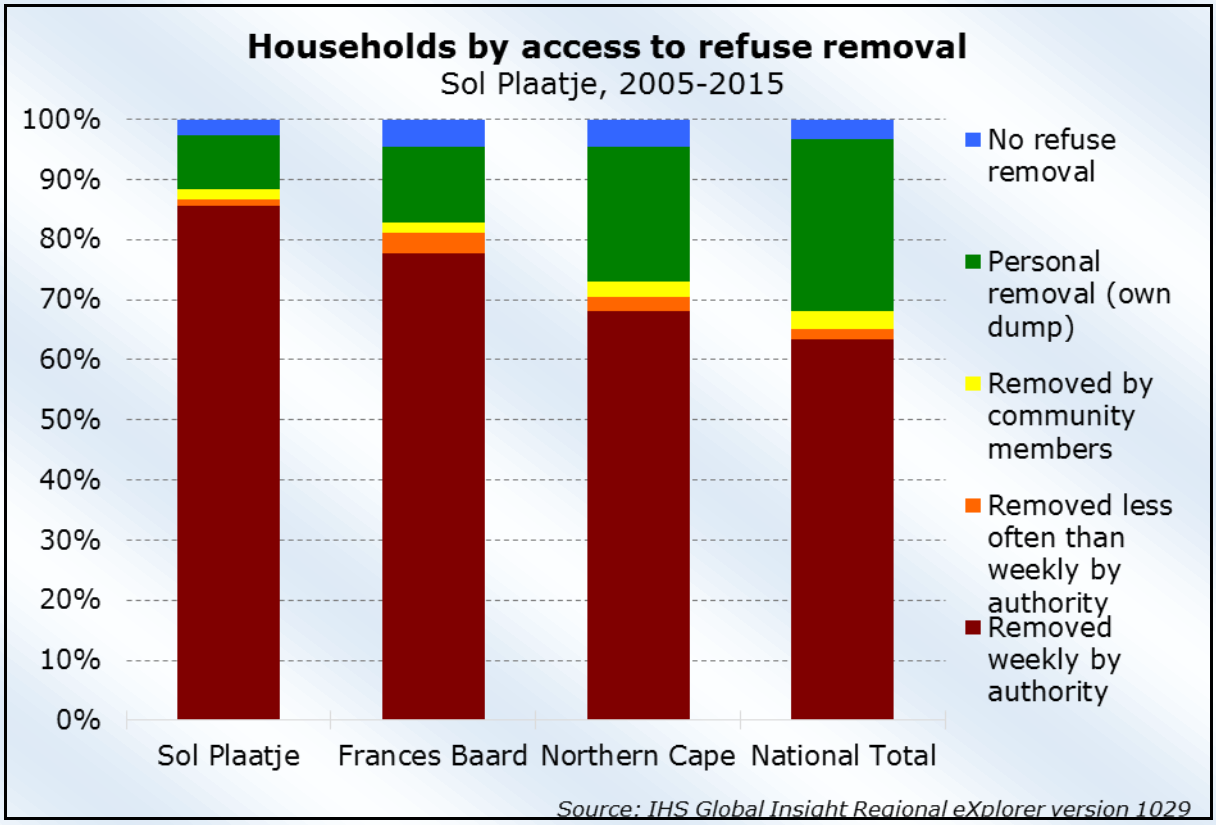
Chart 15: Electricity Connections



The region within Frances Baard with the highest number of households with electricity for lighting and other purposes is Sol Plaatje local municipality with 55 200 or a share of 66.36% of the households with electricity for lighting and other purposes within Frances Baard District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Magareng local municipality with a total of 5 100 or a share of 6.13% of the total households with electricity for lighting and other purposes within Frances Baard District Municipality.

When looking at the number of households with no electrical connection over time, it can be seen that in 2005 the households without an electrical connection in Sol Plaatje Local Municipality was 7 440, this decreased annually at -0.64% per annum to 6 980 in 2015.

Chart 16: Households by access to refuse removal



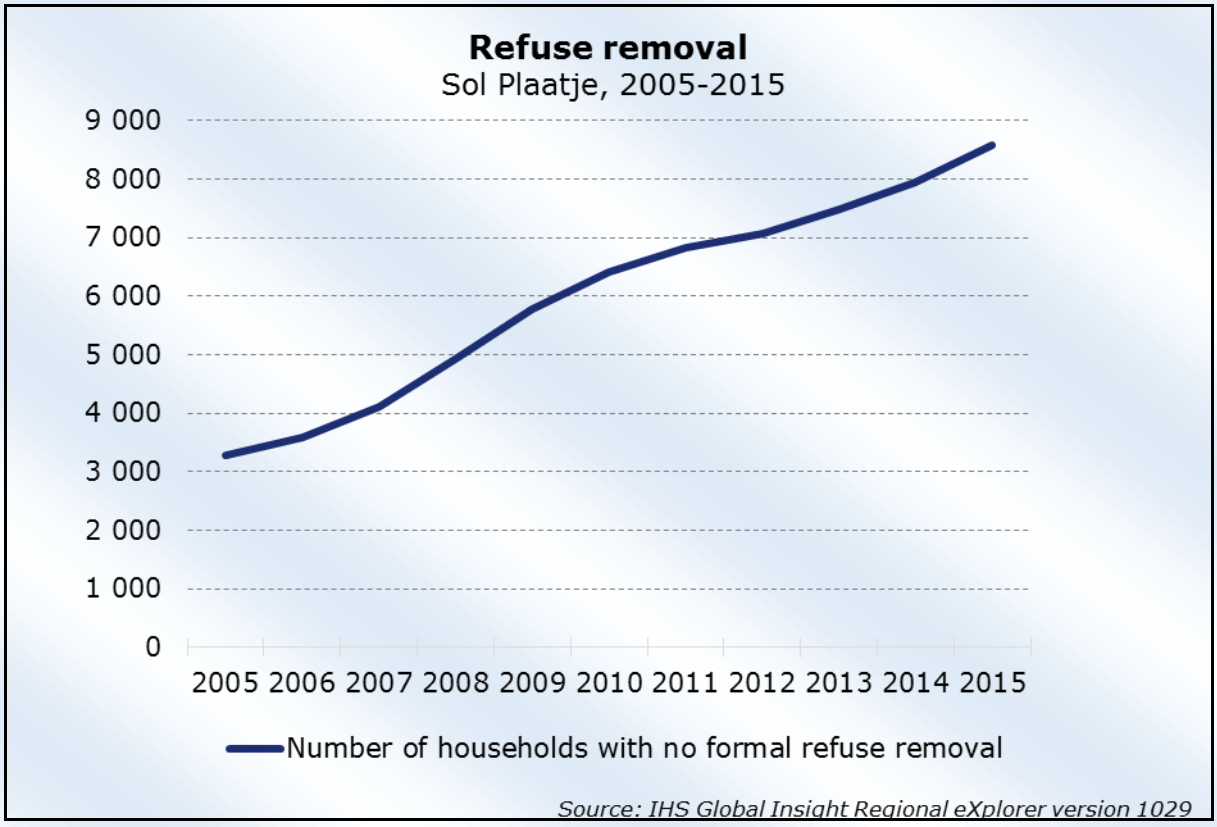
A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

Sol Plaatje Local Municipality had a total number of 54 800 (85.53%) households which had their refuse removed weekly by the authority, a total of 714 (1.11%) households had their refuse removed less often than weekly by the authority and a total number of 5 690 (8.88%) households which had to remove their refuse personally (own dump).

The region within Frances Baard with the highest number of households where the refuse is removed weekly by the authority is Sol Plaatje local municipality with 54 800 or a share of 71.19% of the households where the refuse is removed weekly by the authority within Frances Baard. The region with the lowest number of households where the refuse is removed weekly by the authority is Magareng local municipality with a total of 4 330 or a share of 5.63% of the total households where the refuse is removed weekly by the authority within the district municipality.

Chart 17: Households by access to refuse removal



When looking at the number of households with no formal refuse removal, it can be seen that in 2005 the households with no formal refuse removal in Sol Plaatje Local Municipality was 3 280, this increased annually at 10.07% per annum to 8 560 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is higher than the annual increase of 1.86% in the number of households in South Africa. For the financial year of 2018/19 Sol Plaatje Municipality had a total number of 59 306 households which had their refuse removed on a weekly basis and a backlog of 9 000 with regard to informal settlements that are making using of bulk containers. There are 30 bulk containers with 170 removals per month.

2.1.4 Economic Statistics

As seen in chart 18 below, the tertiary sector employs relatively little unskilled labour compared to the primary and secondary sectors. Therefore, growth in the tertiary sector does not normally have a significant impact on unemployment as the majority of unemployed people are not highly skilled.

Chart 18: GVA – Broad sector composition, 2015

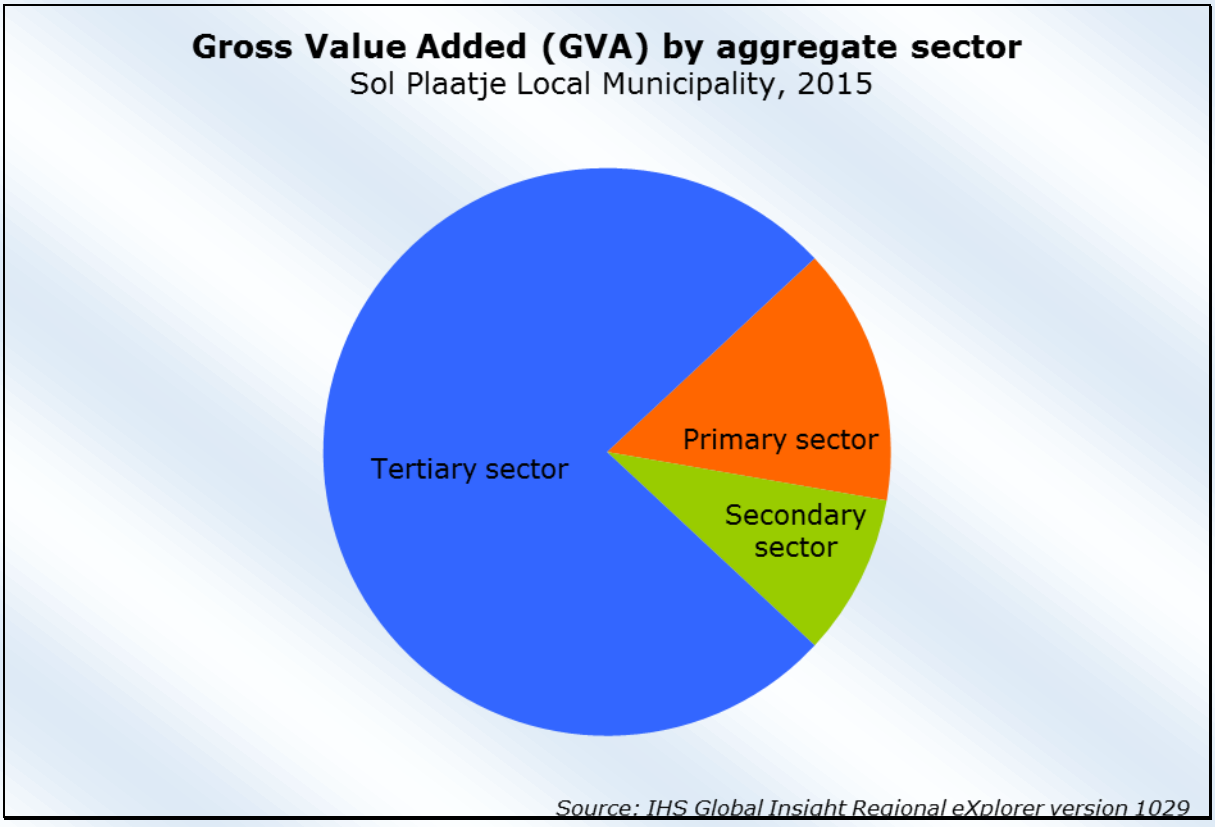
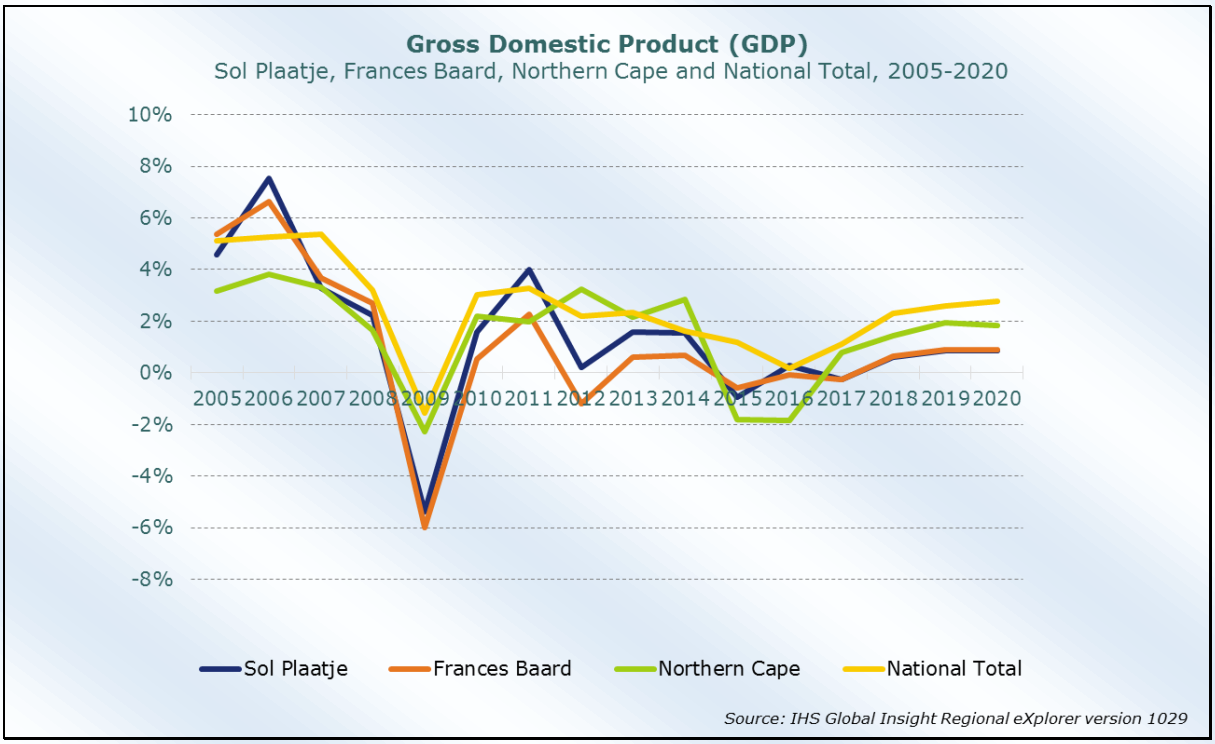

Gross Value Added (GVA) by aggregate sector
Sol Plaatje Local Municipality, 2015
Tertiary sector
Primary sector
Secondary sector
Source: IHS Global Insight Regional eXplorer version 1029

Chart 19: Gross Domestic Product (GDP) Forecast, 2005 - 2015



From the above chart it can be seen that when compared to the national economy of South Africa, Sol Plaatje Local municipality has a comparative advantage on community services and almost the same advantage on the transport industry. A slight advantage is also noted on financial services. However, when it comes to specifically manufacturing, Sol Plaatje has a significant comparative disadvantage relative to the country as a whole. In terms of trade the quotient of Sol Plaatje is relatively similar to that of South Africa. Generally speaking, Sol Plaatje has a very narrow economy.

2.1.5 South African Perspective

The “new dawn” as promised by President, Mr Cyril Ramaphosa faces dark clouds only after being just one year under his leadership. The expected growth of 0.7% for 2018 did not materialised due the technical recession following two consecutive quarters of negative growth. Unemployment is still at record levels and the debt of mismanaged state companies such as ESKOM is weighing on finances.

On a positive side, Foreign Direct Investments (FDI) into South Africa grew by 446% after sharp declines in FDI since 2014 and aims to attract about R1.4 trillion investment to South Africa by 2023. Despite the increase in FDI the World Bank expects that the South African economy will only grow by 1.3% in 2019.[1]

The tabling of the 22nd Medium Term Budget Policy Statement by the New Finance Minister, Mr Tito Mboweni in October 2018 was given against the realisation of the staggering impact State Capture had on SA's economy, strained fiscal numbers and ongoing concerns regarding the risks of further credit rating downgrades.[2]

SA's economy is shrinking with the unemployment rate at a 14-year high of 27.7%. National Treasury forecasts the GDP growth will slow to 0.7% in 2018, down from 1.3% in 2017, before rising to 1.7% in 2019 and 2.1% in 2020. The global economy is expected to continue growing at 3.7% in 2018 and 2019, although global risks are becoming more pronounces. For the first time since the 2008 global financial crisis, tax revenue growth did not exceed GDP growth.

Reducing of corporate tax would stimulate the South African economy, as it should entice businesses to invest in new products, new projects and new ventures. The longer term benefits would be significant if SA wants to attract more investment. SA is currently ranked number 82 out of 190 countries on the 2019 World Bank's ease of doing business index. According to Ian Matthews, head of business development at Bravura "Investment is necessary to promote economic progress and stability, while stability is an important condition for investment."

The government debt is expected to increase to 55.8% of GDP in 2018/19 and to stabilise at 59.6% of GDP in 2023/24 showing that SA's fiscal position is substantially weaker than in 2008 when the gross debt-to-GDP ratio was just above 26%.

State-owned enterprises like Eskom and SAA have been an enormous drain on government resources. The financial recovery of SOE's is the key to getting economic growth and investor

[1] Provided by Business Insider, SA

[2] Provided by Bravura Independent Investment Banking Firm

confidence back on track. The quality of public expenditure is often poor and governance problems are often severe, particularly in provincial and local government and SOE's, which imposes risks to public finances.

The 2019 Budget speech delivered on 20 February 2019 by Mr Tito Mboweni took place against a stark and sobering set of factors according to comments made by Bravura, an independent investment banking firm specialising in corporate finance. Public sector debt has more than doubled over the past ten years. Eskom is in crises and needs public funds and significant restructuring to survive. An election is around the corner and public spending demands are rising. Corruption and state capture led to very weak economic growth.

South Africa's best credit rating comes from Moody's and their reaction after the delivering of the budget speech was that the minister highlighted the country's "limited fiscal flexibility".[3] The words of the Senior Credit Manager of Moody's "*This budget highlights the government's limited fiscal flexibility amid a challenging economic environment. The budget shows a further erosion in fiscal strength after the October medium-term budget policy statement already pointed to wider deficits for longer."*

The exchange rate of the rand before the budget speech was R14.12 to the dollar, during the budget speech it plummeted by 2.27% to R14.36 when mentioning the tax revenue shortfalls and after the speech the rand shored on to R14.07 to the dollar.

Outlook [4]

The economic and revenue outlook has deteriorated since the October 2018 Medium Term Budget Policy Statement (MTBPS). Funding pressures from state-owned companies have increased and require government financial support. Given these developments, the 2019 Budget proposes large-scale expenditure reprioritisation and tax measures that narrow the deficit from 4.5 per cent of GDP in 2019/20 to 4 per cent by 2021/22.

The 2018 MTBPS noted that weak economic performance and revenue shortfalls had contributed to some slippage in fiscal projections. Since then, economic growth has remained subdued and the domestic GDP outlook has been revised down. In the current year, tax

[3] The South African

[4] National Treasury

revenue will be R15.4 billion below the 2018 MTBPS estimate. Funding pressures from Eskom and other financially distressed state-owned companies have increased, with several requesting state support to continue operating. In this context, the 2019 Budget proposes a series of tax and expenditure measures aimed at narrowing the deficit and stabilising the debt-to-GDP ratio. Additions to spending amount to R75.3 billion over the medium term, consisting mainly of transfers to support the reconfiguration of Eskom. These additions are partially offset by reductions to expenditure baselines and proposed savings from compensation adjustments totalling R50.3 billion. Tax measures raise an additional R15 billion in 2019/20 and R10 billion in 2020/21.

In combination, these measures are expected to narrow the consolidated budget deficit from a projected 4.5 per cent of GDP in 2019/20 to 4 per cent of GDP in 2021/22. Gross national debt is projected to stabilize at 60.2 per cent of GDP in 2023/24. Net loan debt (gross loan debt excluding government's cash balances) stabilises at 57.3 per cent of GDP in 2024/25.

The GDP growth rate is forecasted at 1.5 per cent in 2019, 1.7 per cent in 2020 and 2.1 per cent in 2021. The revisions take into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

The Consumer Price Index (CPI) is expected to average 4.7% and 5.2% in 2018 and 2019.

The main risks to the economic outlook are continued policy uncertainty and deterioration in the finances of state-owned entities. These factors, alongside continued high unemployment and slow growth will continue to exert pressure on municipal revenue generation and collection levels hence a conservative approach is advised for municipal revenue projections. Municipalities affected by the drought should also consider its impact on revenue generation. In this context, municipalities will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

Moody's has South Africa's rating at **Baa3**, one notch above sub-investment grade, if SA is downgraded by Moody on 29 March 2019, it will be a severe warning to foreign powers that they must not invest in South Africa.

2.2 CONTEXTUALISING THE ISSUES RELATING TO DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION

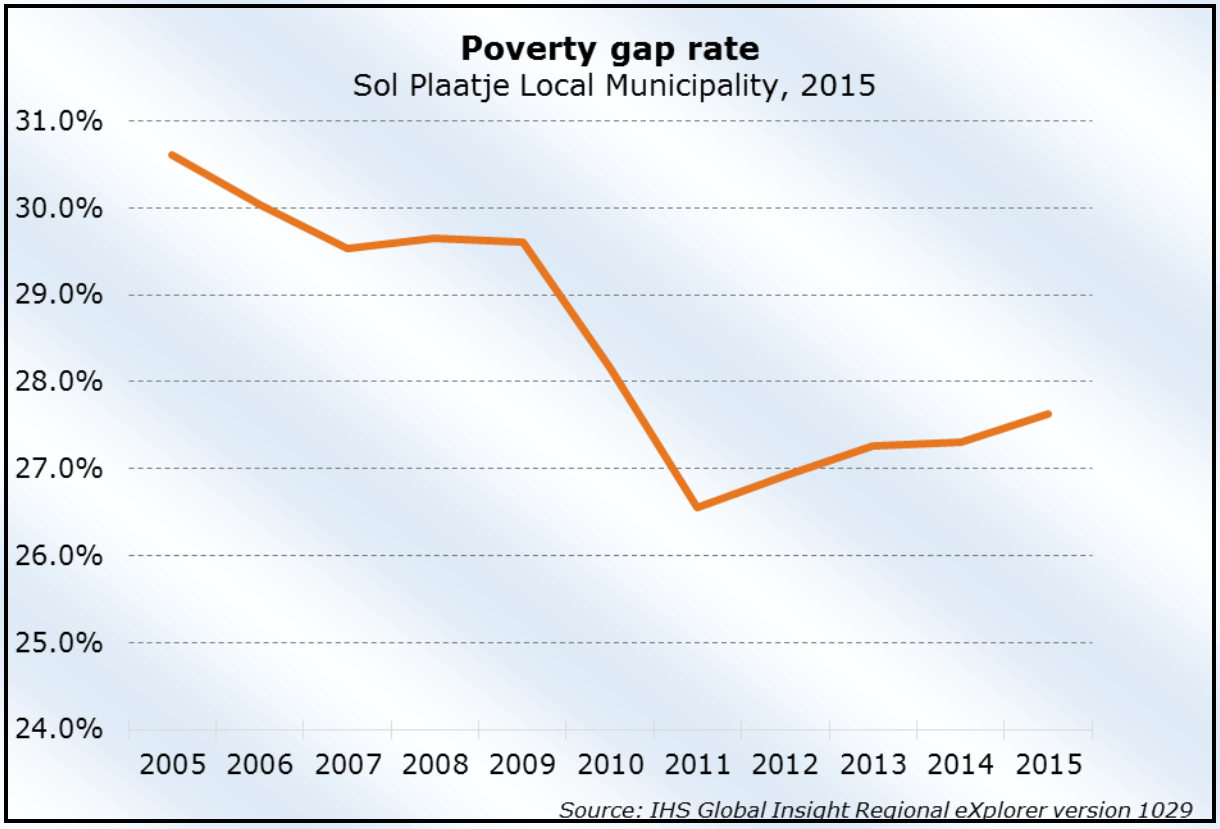
The issues identified above need to be considered when reviewing the IDP and preparing the budget for the 2019/20 MTREF. The SPLM's population growth is 2, 95% (between 2011 and 2016). A large proportion of this growth is in the lower income and indigent component of the population The unemployment rate is 31,9% (youth unemployment 41,7%). Only 10% of SPLM's population has a higher education than matric. More than half (55%) of SPLM's population also has an income of R3, 000 or less per month. All this indicate that economic growth and job creation must (in line with the NDP) be a high priority in SPLM as well.

Realizing economic growth in its area and creating sustainable jobs is, however, a huge challenge for SPLM as it is in itself not a "big" role-player in this process.

This challenge becomes even greater considering the fact that the primary and secondary sectors is the actual job creating sectors within the economy - especially in an area, such as SPLM, where the skills levels are low (refer to level of education above). Unfortunately the primary sectors form a very small portion of the SPLM's economy – only 12%. The tertiary sector on the other hand forms 69% of the local economy and these are also the sectors where SPLM has a comparative.

The state of the economy (in SA at present) should also be considered. The economy grew by 2% in the 3rd quarter of 2017 (refer above). That being said, the many challenges facing Sol Plaatje Municipality and the country as a whole, need to be analyzed and understood, in order to create workable mitigation strategies and action plans.

Chart 20: The "Poverty-Gap"



The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Sol Plaatje Local Municipality amounted to 27.6% in 2015 - the rate needed to bring all poor households up to the poverty line and out of poverty.

In 2015, the poverty gap rate was 27.6% and in 2005 the poverty gap rate was 30.6%,it can be seen that the poverty gap rate decreased from 2005 to 2015, which means that there were improvements in terms of the depth of the poverty within Sol Plaatje Local Municipality.

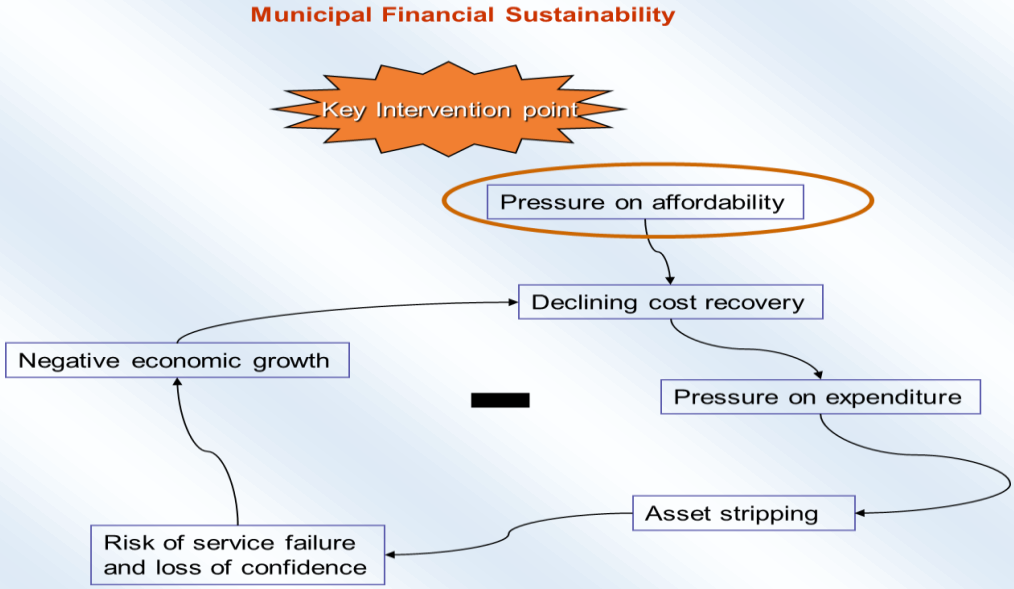
In order to deal with this gap a two-pronged approach is necessary, namely:

1. A job creation strategy for the indigent population in order for them to also contribute towards the creation and maintenance of the urban services and facilities, and

2. Create an enabling environment for private sector investment in order for this segment of the population to grow which will contribute towards sustainable economic growth.

It is of utmost importance to address the above issues as it also negatively influences the financial sustainability of the municipality who is tasked to ensure a livable City by providing and maintaining the necessary municipal services and facilities. This is illustrated by the figure below.

Figure 1: Municipal Financial Sustainability



Issues to be addressed to ensure the financial sustainability of the SPLM include, but are not restricted to:

- Economic growth and job creation
- Affordable Municipal Rates
- Increase revenue collection
- Reduce billing lag after development has been completed.
- Differentiated service levels according to affordability
- Core vs Non-core functions – concentrate on core functions (B2B)
- Optimum cost-efficient service delivery
- Reliable and increased infrastructure capacity for growth and development, especially related to connector and reticulation networks – specifically Electricity
- Reduce "Red Tape" for investors who wishes to invest in development in Kimberley

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 STATUS QUO PER KEY PERFORMANCE AREA

1.1.1 STRATEGIC ECONOMIC DEVELOPMENT AND PLANNING

3.1.1.1 Local Economic Development

FOSTERING EFFECTIVE LOCAL SYSTEMS OF INNOVATION THROUGH LED UNIT OF THE SOL PLAATJE MUNICIPALITY

Firstly, there is disconnect between municipal LED strategy (2010 Council approved LED Strategy) and Science, Technology and Innovation policy. Secondly, it is important that our municipal LED Strategy should response to the challenge facing local municipality regarding how they can effectively respond to the questions of poverty, unemployment and inequality that are facing local inhabitants. Thirdly, Sol Plaatje Municipal LED Unit in our LED Strategy to be developed should recognises that solutions that originate from the local contexts, addressing local problems will be more successful and sustainable than those that originate from outside municipality. The mapping of local economic activities, the coordination of actors in the local systems of innovation, and the determination of the boundaries of the local system of innovation will be the first task in the course of strengthening the local system of innovation of the council of SPM.

Local systems of innovation are typically comprised of networks among the following actors, institutions of higher education (universities, TVET and community colleges), science councils, private sector innovation centres, community-based innovation spaces/living labs (who support grassroots innovators), businesses and government - especially the disconnect between innovators and science councils and universities. Sol Plaatje Municipality's LED Unit has concluded a relationship with Northern Cape Community Education and Training College. Out of this relationship we saw the birth of Northern mLab project being established at Galeshewe SMMEs Village which intends to strengthen the local system innovation of the Sol Plaatje Municipality.

Mobile Application Laboratory (mLab is a specialized mobile app business incubation and acceleration service providers; focus on mobile tech community building by convening stakeholder groups at informal gatherings. Underpinning the NC mLab model is the conviction that the enhancement of local innovation ecosystems—characterized by effective partnerships and coordination amongst stakeholder which would improve the enabling environment for

mobile entrepreneurship in the Sol Plaatje Municipality and the Northern Cape province. NC mLab will show a great potential to serve developers, innovators, start-ups, and the Sol Plaatje Municipality and Northern Cape mobile innovation ecosystem as a whole.

Innovation Systems

The adoption of the of LED pillar six as a policy and action plan by Sol Plaatje Municipal LED Unit, which placed science, technology and innovation (STI) at the centre of addressing major socio-economic challenges. This position is articulated by and supported through the policy positions of South Africa's Department of Science and Technology and most recently reaffirmed by the Organization for Economic Cooperation and Development (OECD, 2015). Therefore, LED strategy to be reviewed by municipality should poses new questions for STI to address in local contexts that vary both spatially and sectorally. Given the heterogeneity of these contexts, LED researchers, managers and practitioners need to understand how innovation is organised in varied local contexts. By focusing on what problems are addressed by STI in these diverse contexts, the roles of different actors will become more visible.

The LED strategy of the SPM should recognises the critical importance of STI as a vehicle to promote local economic growth and development. Accordingly, the strategies should encourages municipalities to draw on STI to improve production and productivity in agriculture, industries, and services. However, NC municipalities need to ensure that STI does not exacerbate inequalities. As part of the local policy agenda, innovation is expected to drive local economic growth and address challenges of socio-economic development such as poverty and health. It is expected that transformed local systems of innovation will be more able to address the broad challenges of development.

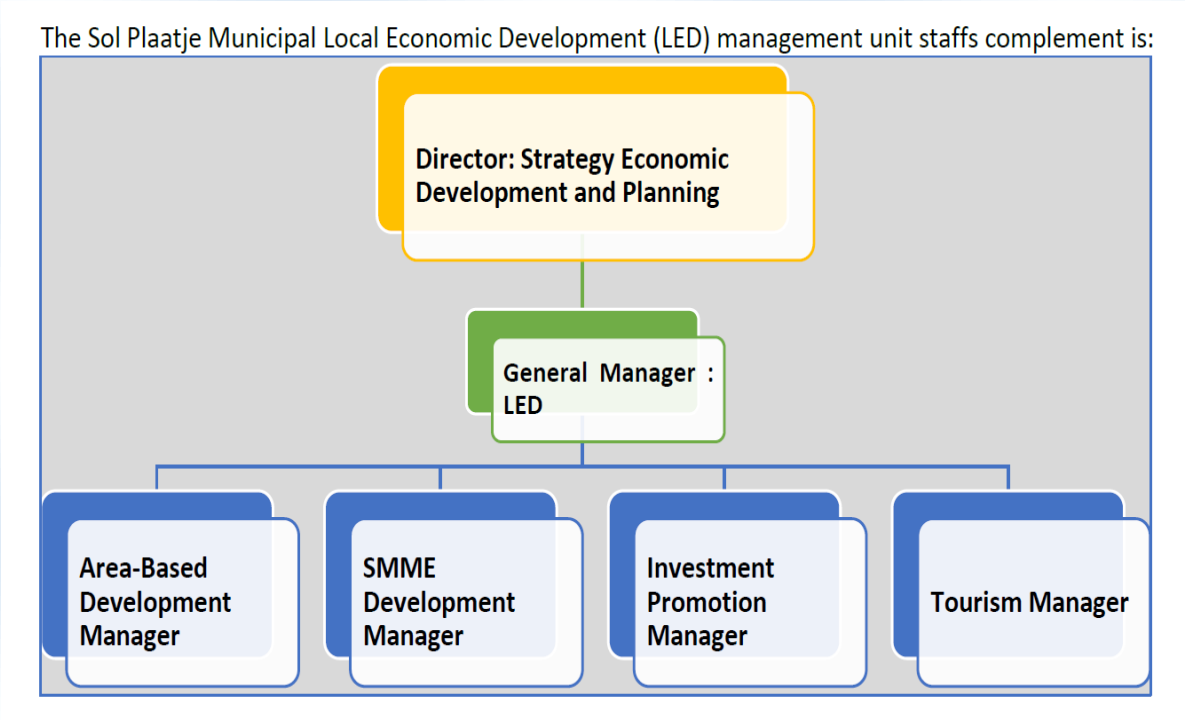
Therefore, the scope of innovation in LED needs to be extended beyond R&D and to incorporate local actors whose innovations are often the result of incorporating selective experiences, ideas, and beliefs. This is not to deny the role of Research and Development (R&D) in expanding and enhancing the capacities of people, firms and institutions to assimilate knowledge and put it to productive use. What is emphasised is that R&D needs to be contextualised especially in local development where R&D is expected to address a broad range of development challenges. In the framing of R&D, knowledge production needs to be strongly connected to the needs and capacities of local beneficiaries with knowledge exchange strategies that link knowledge producers with knowledge users.

Structure and System

The LED unit is responsible for Local Economic Development, Investment attraction, poverty alleviation, SMME development and tourism promotion. Currently there is a LED General Manger, who reports directly to the Director: Strategy Economy Development and Planning, undertaking Planning and Development for the municipality. The LED unit has 5 managers and a general staff compliment.

Organogram

Figure 2: Municipal Financial Sustainability

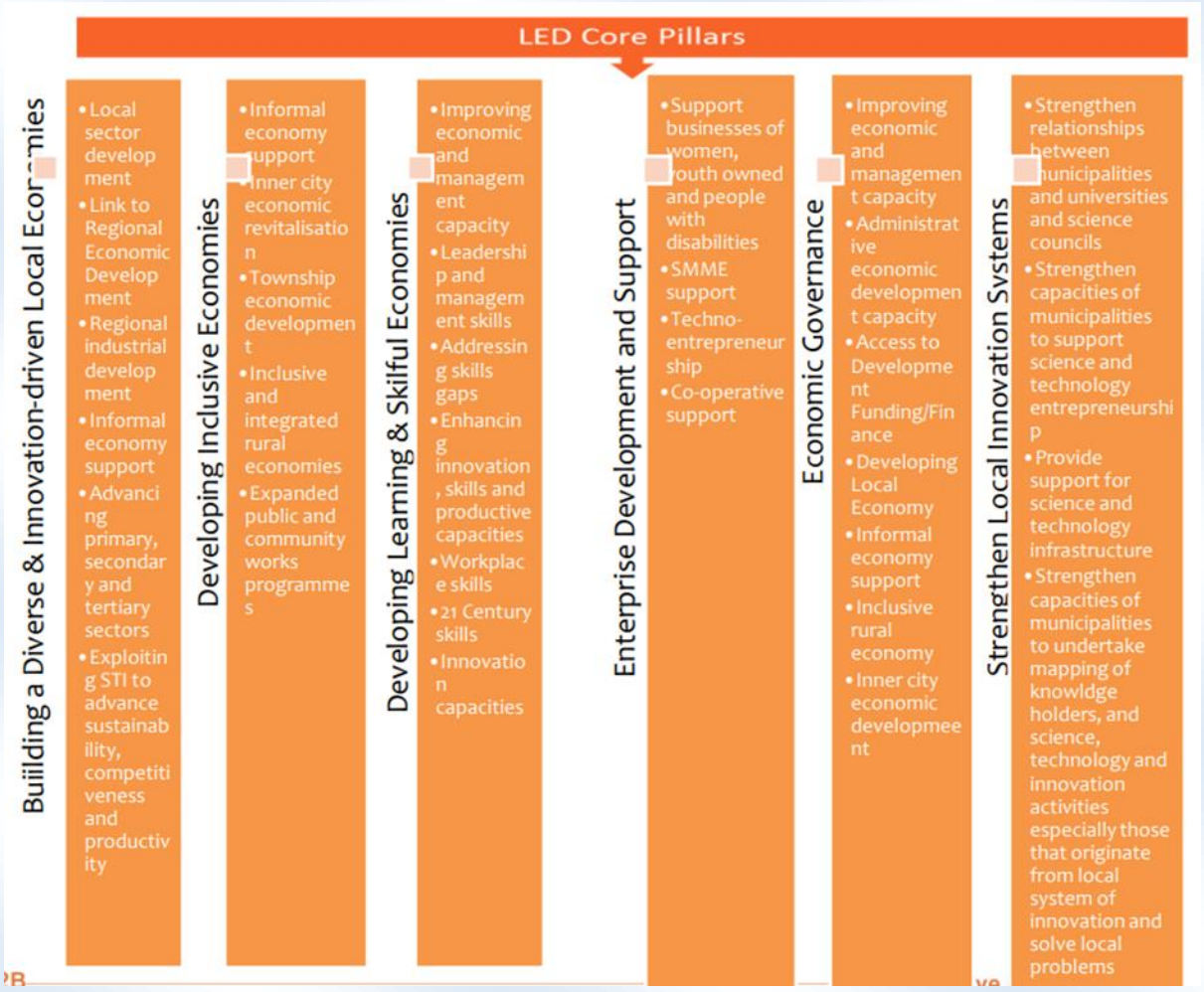

The Sol Plaatje Municipal Local Economic Development (LED) management unit staffs complement is:
Director: Strategy Economic Development and Planning
General Manager : LED
Area-Based Development Manager
SMME Development Manager
Investment Promotion Manager
Tourism Manager

THE CORE POLICY PILLARS OF THE LED STRATEGY IN THE SOL PLAATJE MUNICIPALITY

Implementation of the LED Strategy of Sol Plaatje Municipality should be designed around six core policy pillars, which are consistent with driving the vision of the National LED Framework. These pillars are the central themes for LED in the period 2017-2022. SPM is encouraged to share these and to incorporate them into their IDP. Seen as objectives, the pillars reflect the aims of much of government's socio-economic policy agenda as well as the views of stakeholders during the process of consultation. By including these objectives in their IDPs, municipality will align LED to national policy objectives and at the same time will set in motion process to strengthen provincial local economies in line with the vision of the National LED Framework.

In summary, the pre-and-post 2006-2011 scenario is that of progressive development in the implementation of LED. South Africa, therefore, is regarded as one of the leading countries in the field of LED in Southern Africa (Wekwete, 2014). In spite of this progress, the overall assessment of LED implementation since the release of the 1998 White Paper on Local Government indicates that although there are pockets of good LED practice, the country must still intensify its focus on LED and build on the gains and lessons learnt.

LED Pillar Application Opportunities


LED Core Pillars
Buiilding a Diverse & Innovation-driven Local Economies
• Local sector development
• Link to Regional Economic Development
• Regional industrial development
• Informal economy support
• Advancing primary, secondary and tertiary sectors
• Exploiting STI to advance sustainability, competitiveness and productivity
Developing Inclusive Economies
• Informal economy support
• Inner city economic revitalisation
• Township economic development
• Inclusive and integrated rural economies
• Expanded public and community works programmes
Developing Learning & Skilful Economies
• Improving economic and management capacity
• Leadership and management skills
• Addressing skills gaps
• Enhancing innovation, skills and productive capacities
• Workplace skills
• 21 Century skills
• Innovation capacities
Enterprise Development and Support
• Support businesses of women, youth owned and people with disabilities
• SMME support
• Techno-entrepreneurship
• Co-operative support
Economic Governance
• Improving economic and management capacity
• Administrative economic development capacity
• Access to Development Funding/Finance
• Developing Local Economy
• Informal economy support
• Inclusive rural economy
• Inner city economic developmeent
Strengthen Local Innovation Systems
• Strengthen relationships between municipalities and universities and science councils
• Strengthen capacities of municipalities to support science and technology entrepreneurship
• Provide support for science and technology infrastructure
• Strengthen capacities of municipalities to undertake mapping of knowldge holders, and science, technology and innovation activities especially those that originate from local system of innovation and solve local problems

Understanding the pillars

The first two pillars, building diverse innovation-driven local economies and developing inclusive economies respond to the twin imperatives of creating more jobs, as stated in the NDP and the need to foster growth that is more inclusive and exploitative of science, technology and innovation (STI).

The first pillar focuses on applying science, exploiting technological and other forms of innovations to build diverse local economies. For local governments to create more job opportunities, reduce poverty, increase and sustain their revenue base, robust, sustainable competitive and diverse economic bases must underpin their local economic development strategies as set out in the New Growth Path (NGP); the Industrial Policy Action Plan (IPAP) and other sector focused programmes of government.

Therefore, the programmes under this pillar- arise from both comparative and competitive nature of municipalities; focus on growing the local economies through industrial and sector-specific programmes in Tourism, Mining, Agriculture, Manufacturing, Water, Waste management, Ocean economy and Energy). Investment and development programmes through the spatial targeting of functional economic regions and other areas where economic activity is concentrated or projected (growth points) such as metros and secondary cities as well as localities that are lagging behind. Programmes under this pillar must be driven by private sector investment and supported by public sector. The primary role of local government is to provide strong economic governance through a supportive and enabling business environment, unblocking constraints to investment and providing regulatory certainty.

The second core Policy Pillar focuses on the role of LED in economic and spatial inclusivity. Again, it is premised on the NDP imperative to improve the living standards and ensure a dignified existence for all South Africans, the economy must create decent work and sustainable livelihoods. Therefore, the programmes underpinned in this pillar need to prioritise those that are marginalised. That includes support for the informal economy, sustainable livelihoods programmes, inner city economic revitalization, small town regeneration, township development, revitalisation of distressed and declining mining towns, youth and women empowerment and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme. Deploying capacity for STI is an attempt to ensure that marginalised communities are not excluded from the knowledge economy and that existing spatial inequalities are not further entrenched.

Third Core Pillar: The 2006-2011 Framework as well as the 2017-2022 Framework recognize that the single most important asset of any local economy is its people. Therefore, increasing their capacity, skills and innovation can improve the prospects of the local economy, enable the local people to seize local opportunities and create more returns that are rewarding. Skills development must play a critical role in developing learning, competitive and adaptable local economies. The implementation of this policy pillar requires that all local Growth and Development Strategies must be accompanied by a clear skills development plan. With this

clarity provided by this National LED Framework, municipalities must be in a better position to engage relevant institutions and foster strategic collaborative partnerships with Sector Education and Training Authorities (SETAs), academic institutions, science councils, Technical and Vocational Education and Training (TVET) and community colleges, community-based innovation spaces/living labs and private service providers.

Five programmes singled out:

Tackling basic skills gaps, development of workforce skills including work readiness skills, enterprise and entrepreneurship programmes, developing economic leadership and management skills and, deploying STI resources to transform local economies and enhance inclusive growth.

Core Pillar 4: Almost all LED strategies recognize the central role of entrepreneurship and small business support in LED. Indeed, the International Labour Organisation (ILO) recognizes the critical role of SMME development in job creation. The existence of a large informal sector and the large numbers of SMMEs points to a need for a particular focus in this sector. In 2010, the Finscope South African Small Business Survey estimated the number of SMMEs operating in South Africa at 5.6 million. Similarly, the Department of Trade and Industry (the DTI) estimates the GDP contribution was 35% in 2007.

The programmes contemplated under this pillar 4 include enterprise incubation programmes; provision of enabling infrastructure for SMMEs; decentralisation of small business and cooperative development and support services, capacity building of SMMEs and LED officials, deployment of STI resources especially in value add activities, and in the commercialization of innovations. This pillar 4 is necessarily crosscutting as it complements programmes in other pillars such as Building diverse innovation-driven economies and Developing Inclusive Economies.

Core Pillar 5: The 2017-2022 Framework seeks to position local government as a significant contributor to the achievement of national economic development goals. This pillar directly linked to Outcome 9 in terms of promoting *an accountable, responsive, efficient and effective local government system*. In simple terms, this pillar unpacks the notion of an enabling environment for LED, and consists of institutional systems and processes that support the development of local economic activities. Programmes targeted under this pillar include the following:

- Improving the role of municipal leadership in LED in terms of capacity building and lobbying, and advocacy

- Efficient provisioning of land and land-use for economic development
- Efficient provisioning economic infrastructure through programmes such as Municipal Infrastructure Grant (MIG)
- Improving the regulatory environment and Reducing Red Tape and Promoting Public-Private Dialogue.

The successful implementation is this pillar will largely become the responsibility of local municipalities, though supported by other spheres of government.

Core Pillar 6: The role of localities as territories for advancing overall national economic growth and development has gained prominence across the globe, while innovation has been foregrounded in regional policy in the last three decades. In the innovation literature, there is widespread consensus that knowledge, learning, technological change and innovation are key to prosperity, productivity, economic growth and development as well as competitiveness of firms, regions and nations. The main contention in the National LED Framework is that science, technology and innovation activities are effectively generated and utilised within a network of actors (local and external) to leverage of and learn from each other. Therefore, one of the key focuses of the LED strategies should be ensuring that local systems of innovation are strengthened to fully exploit of science, technology and innovation to support the development of local economies.

Sol Plaatje City Development Nodes

- Central Business District (Inner City Node)
- Residential and Retail mix,
- Municipal and Provincial Departments
- Expansion of the Sol Plaatje University.
- Big Hole Precinct and the Mittah Seperepere Convention Centre.
- Kimdustria – Industrial firms, distributors and abattoirs,
- Fabricia – Retail and mix use developments,
- Ashburnham- Industrial area
- Moghul Park- Industrial area
- North Cape Mall and El Toro- Retail and residential,
- Beaconsfield- Residential and partially industrial area,
- Galeshewe /Greater No2 /Hulana Node- Mostly Residential densification,
- Roodepan - Mostly Residential,
- Ritchie – Communal Farms and Residential.

Township Development

Definition of Township Development

Township Development is a complex process of converting land into residential, commercial or industrial properties. This will enable access to entrepreneurial and employment opportunities. This process starts with a detailed planning process including people, resources, infrastructure, markets or market access in relation to the township and the opportunities that exist. The first step will be to establish and implement what will enable these investments in the townships.

Purpose of township development in the municipality

Township development is one of the thrusts that drive the economy. The municipalities should focus on breaking the burden of the inherited spatial development of the Apartheids era and work together with the stakeholders to stimulate the economy and bring services and entrepreneurial opportunities closer to the community. This will need to be enabled by services and infrastructure to provide access and advance local entrepreneurs.

Components of Township Development

As a municipality the goal to transition should start by developing local capital: Human, natural, financial, physical, and social.

The sustainable development to be realised in township require human capital and infrastructure investment and will enable economic development. Their components are as follows:

▪ Social

- An example would be investing in education and finding investors who are willing to invest in township schools, so that residence can be capacitated.
- In order to retain talent within the townships and address quality of life issues.
- Culture and sport initiatives must also be in cooperated into initiatives.

▪ Financial capital: Secure investment

- Need to give retail, health and banking services to the community.
- Township opportunities and entrepreneurs to start up their own businesses or get employed.
- Keep the money circulating within the townships by assisting and supporting local and existing businesses.

▪ Physical Infrastructure:

- Reduce transport costs and times for commuters and enhance intra-township mobility and accessibility,
- Intergrade communities spatially to break down segregation barriers and
- Increase access to facilities, goods and services in the township.

The economic activity in the townships is small and undiversified. Economy activity in many townships is generally limited to retail, trade, transportation and government services. Township residences have moved to other parts of the cities or use facilities outside the townships after the Apartheids era implying that the move to integrate has not met the quality of life standards of the residence. An example of this loss is the parents that can afford to take their children to schools outside the townships. Education, access to services, employment and entrepreneurial opportunities must be made through township development

The municipality should also focus on maximising on local spin offs from local development (e.g. mines and solar companies).

Partnership for Industrialisation

The key Local Economic Development (LED) focus for the Sol Plaatje municipality is about utilising the local resource base to create a comparative and competitive investment climate for retention and attraction, creating inclusiveness and partnerships for industrialisation and investment. The opportunities for action are:

- Agriculture and Agro – processing,
- Mining, Socio economic development through SLP funding,
- Tourism attraction and promotion,
- Manufacturing and beneficiation,
- SMME development and High growth SME development,
- Transport and transport logistics,
- Health services and health research,
- Knowledge economy and Information and Communication Technology(ICT).

Measures to support sectors and thrusts will improve the promotion of enterprise support measures i.e Incubators, shared infrastructure, enterprise advice and support access to national incentives schemes such as the Black Industrialist Scheme and the Agricultural Scheme from the DTI Shared Infrastructure.

The municipality has developed and Investment Incentive policy that aims to encourage investment in the municipal area and offers incentives for specific development areas. Primary and secondary sectors are focal points within the policy.

The municipality will also consider programmes such as the Shared Economic Infrastructure Facility of the Department of Small Business Development (DSBD) which intends to leverage public sector investment that will provide necessary infrastructure by creating an enabling environment for businesses to crowd in investment, mostly in townships, rural areas and the inner city and town centres where there is clear business activity taking place.

The SEIF is a 50:50 cost-sharing grant made available on a reimbursable basis, where the DSBD contributes 50% towards qualifying infrastructure projects upon the completion of agreed project milestones.

Identification of possible support and venues must be done in partnership with private partners.

Action Plan - LED

The action plan table tabulates all thrust opportunities identified, responsibilities and progress.

Thrust	Activity	Responsibility	Progress
Mining	SLP projects Small Scale Miners Regulation	- **Sol Plaatje Municipality** - **DMR**	- **SLP projects on-going** - **Small Scale Miners strategy was developed by FBDM.**
Tourism	Tourism promotion	- **Department of Economic Development and Tourism** - **Sol Plaatje Municipality** - **Frances Baard District Municipality** - **Northern Cape Tourism Authority.**	**Tourism Initiatives on going.**
Agriculture	▪ Agri Parks -The Agri-Park programme and other rural development projects should partner with the private / commercial farming industry to co-develop future agro-processing facilities as identified in the Agri-Park Business Plan. ▪ Agricultural cluster in support of Agri Parks program with Sol Plaatje as Rural Urban Market Centre and integration of surrounding towns. ▪ Support Small Scale Farming.	- **Department of Rural Development and Land Reform.** - **Sol Plaatje Local Municipality** - **Other government departments.** - **Private sector**	**Status quo can be obtained from Department of Rural Development and Land Reform as implementing agent.**
Manufacturing and SMME development.	Support Potential Manufacturing businesses and High growth SMME development Investment promotion and attraction.	**Government Departments, Sol Plaatje Municipality, Stakeholders.**	**Support is on-going through-** **Grant Funding** **Business appraisals** **Mentorship and Training** **Linking to incentive packages**
Knowledge Economy	Sol Plaatje University Precinct	**Sol Plaatje University, Sol Plaatje Municipality, Stakeholders**	**University Construction underway**
Transport and Transport logistics	Strengthen the transport network, Maintenance and upgrade of Roads, rail, network etc.	**Sol Plaatje Municipality** **Government Departments**	**On - going**

Support programmes			
Shared Economic Infrastructure Facility (SEIF)	Establishment and improvement of the SEIF to support businesses with an intention to improve access, create local economic benefits and optimise the performance of businesses operating in those facilities.	**Sol Plaatje Municipality**	On going
Red Tape Reduction	Continuous implementation of Red tape reduction	**Sol Plaatje Municipality**	On going
Area Based Development	CBD beautification Outdoor Advertising strategy	**Sol Plaatje Municipality.**	
Township Revitalisation	Galeshewe Urban Revitalisation Programme and beautification	Sol Plaatje Local Municipality	On-going
EPWP	EPWP and CWP programmes	**Sol Plaatje Municipality Department of Economic Development and Tourism**	**On -going**

1.1.1.2 Spatial Development and Urban Planning

The Urban Planning Section is central in developing and promoting an integrated town committed to addressing spatial injustices and guides development towards a vibrant, resilient and sustainable urban & rural areas. In response to spatial transformation, the Urban Planning Section acknowledges that spatial restructuring is necessary to accelerate investment and create opportunities that will enhance the economy and achieve strategic goals of the Municipality

IUDF (INTEGRATED URBAN DEVELOPMENT FRAMEWORK)

Furthermore in order to achieve integration the Sol Plaatje Municipality have endorsed to participate in the IUDF (Integrated Urban Development Framework) programme which seeks to promote spatial transformation as one of the notable imperatives nationally and hence the Integrated Urban Development Framework (IUDF) was adopted by Cabinet in April 2016.

The Framework marks a new deal for South Africa's cities and towns as they respond to the challenges of economic growth and spatial transformation. The identified intermediate city municipalities are eligible to qualify for the Integrated Urban Development Grant (IUDG) in place of the Municipal Infrastructure Grant (MIG) subject to meeting certain minimum requirements

In support of the programme, the Directorate: SED&P invited representatives from Provincial and National DCOG on the 12 April 2018 in order to make a presentation to SPELUM Committee on the implementation of the IUDF and how to acquire the IUDG thereof. **Sol Plaatje Municipality will be the first pilot project for IUDF in the entire Northern Cape.**

SPLUMA (MUNICIPAL PLANNING TRIBUNAL):

Consequent to the endorsement and operational of the Sol Plaatje Land Use Management By-laws, 2015 and Municipal Planning Tribunal (MPT), the process has ensured that high-value developments are not subjected to lengthy land use processes and hence increased private sector investment and turnaround time for land use applications approvals.

UDZ (Urban Development Zone)

In 2004 through Government Gazette 27077, National Treasury promulgated the Urban Development Zone incentive scheme in various municipalities; including Sol Plaatje Local Municipality. This scheme is a tax incentive to promote and stimulate property development within the inner city and create economic spin-offs for adjacent areas.

The Urban Development Zone (UDZ) incentive scheme is meant to be the catalyst for general economic development, the creation of jobs and the attraction of more people to live and work in the inner-city.

- Introduced as an accelerated depreciation allowance
- Sunset clause has been extended to 31 March 2020
- UDZ allowance is applicable in respect of erection, extension, additions or improvement of any commercial or residential building or part of a building (1000m² requirement) which is owned by the tax payer and us used solely for the purpose of that tax payers trade;

UDZ is one of SA's most effective incentives due:

- Very high private investment leverage ratio
- Contributes to citywide fiscal sustainability
- Contributes to compact and sustainable urban form
- Triggers market-led spill overs beyond CBD

Actions that the municipality need to take in order to get the UDZ application approved:

- Endorsement of boundary changes
- Council approval
- Treasury submission
- Public participation

- SPLM budget for infrastructure improvements
- Marketing and promotion of UDZ
- Resulting in improved inner city and job creation

A key document in this performance area is the Spatial Development Framework (SDF), which serves as a guiding document for future development. The SDF is therefore a spatial representation of the vision and strategic objectives A key component for the SDF have been finalized being the Capital Expenditure Framework (10 year plan) which will outline proposed projects / programmes.

In addition to the above-mentioned review process, Maxlou Consulting (Pty) Ltd was appointed by Intersite Asset Investments, Sol Plaatje Municipality and National Treasury (herein after referred to as "Intersite","SPLM' and "NT") to undertake the preparation of a Precinct Plan for Sol Plaatje CBD Urban Hub as part of the Neighbourhood Development Partnership Grant (NDPG) Urban Network Strategy (UNS). The ideas and concepts emanating from this project will also be incorporated into the reviewed SDF. The location of the proposed Urban Hub was originally at the Indian Centre of the CBD and after the Status Quo report extended around the City Hall also known as the Epicentre of the Urban Hub.
The preparation of the above "Precinct Plan" involved a methodology consisting of Eight Phases of which the focus was around Transit Orientated Development (TOD) and commercialization. The key phases included the following:

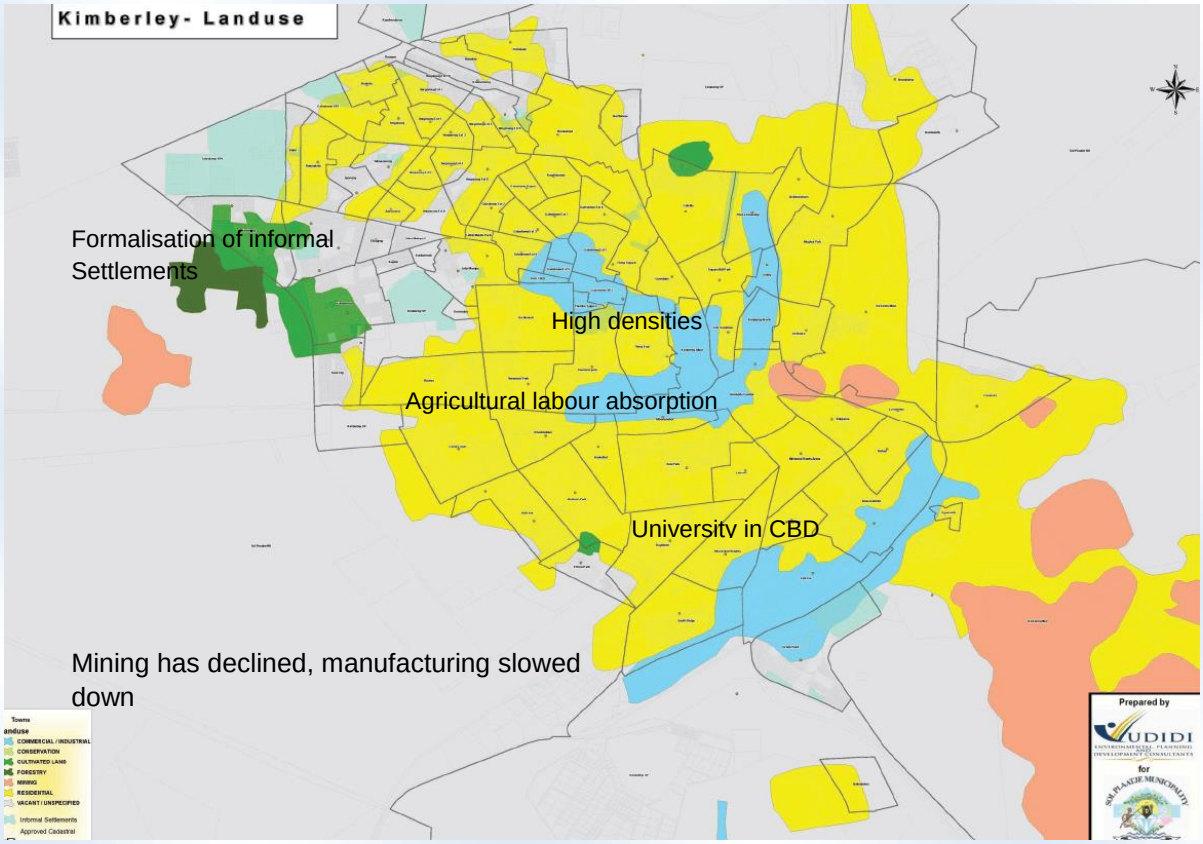
1) Phase 1 Draft Concept Framework and Status Quo Review with a Confirmation of the Study Area
2) Phase 2: Revised Concept Framework
3) Phase 3 & 4: Design Framework and Mixed use Commercialization model/s
4) Phase 5: Stakeholder and Investor Engagement
5) Phase 6: Programming, Scheduling and Costing
6) Phase 7 Project Programming and Plans
7) Phase 8: Precinct Management Framework

Private sector development will follow the transport access that connects people to places. Without connectivity there is isolation and the unknown. Connectivity is at the bottom layer of the Economic Growth and Enhancement. The Urban Network Strategy of the NDP identifies the Urban Hub's transport connectivity to the CBD and Urban Hub as a means to stimulating private sector funding through public sector funding. Sol Plaatje Municipality is currently in the

process of resubmitting an application for and Urban Development Zone (UDZ) to National Treasury for subsequent approval by SARS.

The focus is on the connectivity of the Urban Hub with the RC Elliot Economic Node, also known as The Circle as well as the Shoprite Centre in Barkly Road, both the Secondary Node. The Legislature Precinct is also a Secondary Node that connects with the Urban Hub. The Planning of the Urban Hub will include some initial Implementation Projects that are “low hanging fruits” to ensure the success of the Urban Hub Precinct. Currently the CBD of Sol Plaatje is a place to work and then exit to residential areas after 5pm until returning on the next working day. The University development started construction in 2012 has opened for the second year with 265 students. This current new university project is valued at R6 billion with its vision of a University within the Kimberley city that will promote visits at night and weekends. Sol Plaatje University with the proposed Urban Hub development with its connectivity to the Secondary Nodes acts as a catalyst for future investment within the town and its secondary nodes.

The precinct plan for Sol Plaatje Urban Hub was completed in November 2016.
The map below represents the current land use in Kimberley (as contained in the draft SDF) with key observations included:



Achievements

When it comes to the area of Spatial planning, most projects are long-term by nature and takes place over a number of years.
In terms of spatial planning and development, the following key achievements over the past 2-3 years should be highlighted:

- ✓ Land preparation and release therefor resulted in approval for construction of SPU, hospitals, currently operational (Gariep, Medi Clinic. Lenmed Hospital, CareLine Psychiatric Hospital).
- ✓ Property Growth was stimulated as a result of at least 8000 new erven/properties yielded and approved by Surveyor General – These range from general subdivisions (private sector) to BNG houses (government).
- ✓ A new industrial injection into the economy was made through promotion of Green Economy and Agro-processing sectors, i.e. the Droogfontein Solar Plant which has since been connected to Eskom as well as GWK Pasta and Biscuit Factory. Both are private sector initiatives with SPLM playing a spatial planning regulatory role.
- ✓ SPLUMA By-Laws have been promulgated and is implemented by the municipality.
- ✓ The land audit linked to billing system was completed.
- ✓ An Ad Hoc committee was established to deal with all quotes and tenders with the intention of giving SMME's preference with regards to their BBBEE scoring.
- ✓ SPLM and Community College have established a partnership skills development specifically for SMME and agricultural development. They are situated at the SMME village.

Challenges

The vast spatial imbalances in Kimberley present major challenges for urban management and social integration as different neighbourhoods are separated by physical barriers and buffer zones. Uneven densities are a source of inefficiency.

The 2011 Moratorium on sale of land and development had a major impact on the development of the city. Although the moratorium was subsequently lifted, its impact is still felt through the backlogs that was generated as a result of this situation

Another huge challenge is that adequate funding to support the development agenda is not available. Detail regarding funding sources and budget constraints will be dealt with in the chapter for Municipal Financial Viability.

The state of the bulk reticulation network remains concerning, with specific reference to the frequent pipe bursts and water interruptions as a result of the poor condition of the water and sanitation infrastructure.

Land invasion due to uncontrolled urbanisation is a problem which also impacts negatively on service delivery.

The lack of professionals (e.g. Town Planners) in the unit, as well as the use of a largely manual system to capture and monitor building plan processes are two other factors that may hamper the performance of this unit.

Mitigation Strategies/Projects

The area of Strategic Development and Planning closely interlinks with the area of Infrastructure and Services, and therefore it is important to mention some of the Infrastructure-related initiatives and proposed projects that will have a significant impact on the economic development in the municipal area:

SPLM must continue to extent its bulk infrastructure development programme through a Municipal Infrastructure Investment Framework (MIIF). During this process special attention should be given to fully implement the recommendations of the Non-Revenue Water Minimization Report's recommendation to address the excessive water losses and ensure and un-interrupted supply of water to all consumers. SPLM must strive to attain its water supply strategy which is: *Certainty of supply and water quality.*

Due to excessive pollution of the Vaal River the investigation, the use of the Orange River as an alternative source, needs to be expedited. The project entails the investigation of using the Orange River as the water source for Kimberley that will have a futuristic cost saving on the operation and maintenance of the Kimberley water supply system. Currently the water business of Sol Plaatje municipality is becoming unsustainable due to excessive costs of purification due to poor water quality. This initiative is in line with the municipality's strategy of ensuring sustainable water supply to its residents. The current technology at Riverton Water Purification is not designed to purify extreme poor quality water.

Road rehabilitation and development is still a priority. SPLM should, however, focus more on applying preventative maintenance to roads such as resurfacing and crack sealing. These methods have proven to be more effective than patching as they would increase the lifespan of roads and thereby cutting future maintenance costs, enabling SPLM to rather focus on the construction of new roads. Pothole patching is not an effective maintenance practice since it is reactive maintenance and does not contribute towards the structural enhancement of the pavement. Options need to be explored to source additional funding to maintain and upgrade the roads in SPLM.

Bulk Sewer infrastructure has been largely addressed with two sewer treatment works being completed (Beaconsfield 8-9ML and Ritchie 0.5-2.5ML) with Homevale WWTW completed during the 2016/17 financial year. This is clear evidence that bulk sewer is no longer a major crisis as it used to be in the past 5 years. However, the major remaining challenge is the sanitation reticulation network that needs major attention. Regular sewer blockages and sewer burst continues to be a health hazard to communities. This problem needs to be resolved through preventative and proactive maintenance strategies. To achieve the above, SPLM is currently in a process of procuring a second vacuum truck which will be used to unblock and maintain the municipal sewer system on an ongoing basis.

Similarly, the electricity bulk infrastructure has been upgraded and additional bulk has been procured from Eskom. However, the electricity reticulation system is not yet sufficient to accommodate development in certain areas and must be addressed as a matter of urgency. An Integrated Energy Plan should be developed as a matter of urgency to ensure the integrated and sustainable delivery of electricity.

Apart from its infrastructure initiatives SPLM should also build on its present partnership arrangements in moving towards a Green Economy. In this regard the energy saving programmes funded by the Eskom Demand Side Grant must be enhanced with the work presently being done on Climate Change through the SPLM's Sustainable Energy and Climate Change Unit (SECCU). A total of R16 000 000 has been allocated to the municipality through the EEDSM grant over the next three years. This becomes especially important with the electricity generating capacity crisis prevalent at present nationally. The conservation of energy has become a prominent focus in South Africa – which is also highlighted in the NDP's development goals. To achieve these goals SPLM should have clear plans and dedicated funding to implement projects and programmes which support the green economy. As such, SPLM will consider how the policies pertaining to urban development can be amended to

incorporate an element of mandatory contribution to green economy e.g. the use of solar panels and water harvesting will be a pre-requisite for future developments. Another innovative idea is the concept of two water sources for each house: “Cheap water” can be used for all purposes except drinking, whilst the “expensive” water will be used only for drinking. Benchmarking with leaders in the area of water and electricity conservation is a must.

SPLM should also make the most of the opportunities offered by the establishment and development of the Sol Plaatje University. The present inner city revival programme should continue, supporting the development of the inner city component of the University, in order to use it as a catalyst for private sector development. This should be augmented by well-defined and sustainable incentives for economic investment and to reduce “red tape” in development applications to ensure an enabling environment for economic development.
In pursuit of green economy and understanding of the impact this may have on supply and demand side management, the municipality has developed the Small Scale Embedded Energy Generation and Photo Voltaic Installations (SSEG policy). The purpose of the policy is to regulate the installations and connections onto the municipal grid as well as understand any installations with net generation. This will thus enable the estimation of income to be forfeited by the municipality and the tariff accordingly.

In order to address the financial constraints, partnerships with relevant stakeholders and role players must be strengthened. Intergovernmental Relations with FBDM, COGHSTA and National Treasury as major players e.g. on SDF, Urban Renewal projects and Urban Networks Strategy are key.

The human resource inadequacies may be redressed through ISDG with the appointment of Town Planning interns for 3 years until they are professionalised. Tourism internships placements are also done on an ongoing basis in partnership with Frances Baard District Municipality (FBDM).

A policy to address land invasion is being developed and should be finalized before the end of this financial year.

The table below summarizes the capital projects identified under this key performance area for the next three financial years. The most significant projects in this area are the development of intermodal transport, taxi ranks and stalls as part of the NDPG projects.

Table 5: Capital projects (SEDP)

PROJECT DESCRIPTION	FUNDING SOURCE	2018/19	2019/20	2020/21	2021/22
P-CNIEUA-INVESTM PROP-RESEL OF ERVEN	CRR	5 000 000	2 000 000	2 000 000	2 000 000
P-CNIEUA-BUILDINGS-TRANSPORT LINKS/ stormwater	NDPG	58 000 000	40 000 000	40 000 000	40 000 000
TOTAL		**63 000 000**	**42 000 000**	**42 000 000**	**42 000 000**

The main focus in this area is the upgrade of various storm water channels in Galeshewe. Funding of R300 million has been allocated for this purpose through the NDPG.

3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

ROADS AND STORMWATER

Status Quo

The core function of the Roads and Storm water section is to provide an effective, competitive and responsive infrastructure by ensuring continuous maintenance, refurbishment, upgrade and replacement of existing roads and storm water infrastructure assets in order to sustain service delivery and infrastructure development in the municipality. There is currently no national policy defining basic level of service for roads serving households in residential areas. However, the Municipal Infrastructure Framework refers to “all weather access to within 500m of dwelling.”

In the context of Sol Plaatje Municipality, all dwellings have access to roads, although some may not meet the above standard. Most roads within the municipality can be classified as being between fair to poor, with a very significant number being in a very poor state, in exception of those that were recently resealed, re-graveled or paved in the past three years or so. Excessive brittleness and premature ageing are clearly visible due to extreme weather conditions and insufficient preventative maintenance over the years. However, paved roads in different township areas seem to be holding well over time, with very little maintenance demand. Gravel roads are also in a fair to poor state due to inadequate maintenance.

Sol Plaatje Municipality has a road network of 812 km and flexible pavements constitute about 66% of the entire road infrastructure. The current backlog of gravel and earth roads are approximately 225 km which still need to be upgraded to a higher level of service, which would be more sustainable and weather adaptive. We are constantly trying to improve the condition

of roads by performing minor repairs on them, however due to the limited funds allocated for this purpose, allocated funds are not adequate to meet maintenance demand.

Notwithstanding the above scenario, the municipality has in the past financial year 2018/19 managed to make some strides into improving the roads and storm water condition in the municipality. Although the municipality has not performed any resurfacing or rehabilitation work in the last financial year due to lack of funding, it has managed do upgrades to residential roads from gravel to a paved surface from funds allocated through grant funding. These methods have proven to be more effective with a much longer life cycle than patching repairs and re-gravelling, and the municipality intends adopting these methods of asset management strategy in order to prolong and preserve our road infrastructure.

Some of the wards that benefitted from the paving of roads are wards 3, 6, 9, 15, 19, 14 and 28. This project saw approximately 6.7 km of roads being paved in financial year 2017/18.

A lot was done in 2017/18 Financial Year in regards to the actual upgrading of Storm water infrastructure on a project funded by National Treasury through NDPG Programme and a number of major Storm water canals and catch pits were also maintained in order to sustain the network and maintain an adequate level of Storm water management.

Challenges

Approximately one quarter of the value of the municipality's assets lies in the municipal streets and Storm water infrastructure. Hence preservation of these assets through implementation of proper maintenance and upgrading strategies is imperative.

However, as is the case with other local municipalities in the country, Sol Plaatje municipality is faced with extreme pressures on its limited resources in order to address backlog in provision of services to communities that were either under-serviced or not serviced at all while at the same time maintaining existing aging service infrastructure.

The biggest challenge in terms of roads infrastructure has always been to secure adequate funding that will enable the municipality to focus more on applying preventative measures as they have proven to be more effective than reactive maintenance. Planned preventative maintenance enormously increases the lifespan of the roads, thereby allowing us to ultimately spend less on maintenance and focus rather on the construction of new roads and new.

The estimated backlog of storm water drainage systems in Sol Plaatje Local Municipality is beyond the current achievable budget of SPLM. If one further takes into account that a large percentage of the existing storm water drainage systems is under capacity due to urban densification, and previously acceptable but currently outdated design criteria due to climate change. These become evident during the rainy seasons whereby rain patters have enormously changed and resulting in roads and private properties flooded. There is therefore an immense and urgent need to upgrade our existing storm water infrastructure.

The rapid conversion of land to urban and suburban areas has profoundly altered how water flows during and following storm events. Storm water has long been regarded as a major culprit in flooding, damage to properties etc. within the boundaries of the Sol Plaatje Municipality. As witnessed in some areas within the SPLM boundaries, large volumes of rapidly moving storm water can destroy roads and properties.

Storm water discharges have emerged as a problem because the flow of water is dramatically altered as land is urbanized. Typically, vegetation and topsoil are removed to make way for buildings, roads, and other infrastructure, and drainage networks are installed. The loss of the water-retaining functions of soil and vegetation causes high storm water runoffs with residential areas.

Mitigations Strategies

To respond to the Roads and storm water challenges, the municipality has put in place long term strategic projects to rationalize planning and coordination of activities. This will assist having a more focused and aligned long-term spatial development objectives. These plans vigorously address the challenges and constraints that stand in a way of making our vision a reality. The six main plans are discussed below.

*Integrated Transport Plan***:** This is a document that will guide the management, maintenance, rehabilitation and the improvement of the municipality's road network. This plan is meant to inform all roads infrastructure planning and its interaction with any future municipal developmental project. This will be an evolving palling tool that can be updated when changes occur to the development plans.

The transport sector in Kimberley is confronted with intensified demand for people and goods, especially in the already-congested CBD. Galeshewe is, however no exception as continuing economic growth accelerate the demand for transportation, and rising income generate a

desire for greater mobility. The Integrated Transport Plan will reflect an acute awareness, safeguard against adverse social and environmental impacts of transport and highlight issues of how transportation can stimulate economic growth.

*Storm Water Master Plan***:** This is a plan that will consolidate all information on municipal formal and informal storm water infrastructure, inform all storm water infrastructure upgrades, frequency of maintenance and the protection of the infrastructure. It will also most importantly deal with elements of possible water capture and reuse, flood lines, analysis of catchment areas, and integration with road infrastructure.

*Rehabilitation and Upgrading of Storm Water Infrastructure***:** Emanating from the Storm Water Master Plan, the municipality would be in a position to know what it current and future needs are so it can appropriately plan and coordinate maintenance, rehabilitation and upgrading programmes.
The municipality is already undertaking planning and implementation of storm water upgrading in Galeshewe as almost half the storm water runoff is collected from the Southern suburbs through pipe culverts and lined open channels, and get disposed at the attenuation pond in Thlageng. This pond falls under the most critical storm water sub-system within the Kimberley area since it conveys approximately 50% of the storm runoff.

*Resealing of roads***:** Sol Plaatje Municipality finds itself as one of the main corridors between the North and South of the country, as well as a central hub for mining and transportation of commodities. As a result, this has had a negative impact on the road infrastructure as our roads have to carry heavy traffic volumes and excessive loads that they were not initially intended for, resulting in advanced deterioration. Most residential and atrial roads urgently need resurfacing as they are very old and show signs of brattling and cracking, later resulting into potholes. The municipality therefore acknowledges the unhealthy state of tarred roads and intends rolling out a resealing programme to prevent the roads from further deterioration and not lead to a state of disrepair.

*Upgrading of roads***:** A number of streets in newly established townships as well as previously underdeveloped areas are either gravel roads or earth roads. Although acceptable, this is a low level of service and sustainability is a challenge. The municipality has therefore put as one of its priorities the upgrading of township roads to a paved surface in order to increase the level of service and accessibility in those areas.

*Re-Alignment of N12***:** The effect of the closure of Bultfontein has a severe impact on the Municipality's budget and its ability to provide improved road infrastructure to its residents and the through traffic through Kimberley. This diversion is placing severe strain on the alternative routes as these routes were not designed for the number and for the loading of traffic that it must now carry. In addition to the structural strain, traffic congestion caused by the N12 traffic through the centre business area of Kimberley as a result of the closer of Bultfontein has already increased to a point where additional capacity is required to alleviate the problem. Due to all these, and in order to alleviate delays through the city, a bypass is seen as the most suitable solution.

The plans discussed above will assist the municipality in transforming its service delivery by undertaking a more aligned and focused planning approach, which derives from reliable information and is in line with spatial developmental objectives of the municipality.

WATER AND SANITATION INFRASTRUCTURE

Status Quo

The bulk capacity created by the municipality serves the current needs of the population but also determines the manner in which investments, developments and growth of the city can be directed. The current infrastructure for water reticulation is aged and. bulk upgrade and refurbishment is required to ensure sustainable delivery of potable water.

The main source of raw water is from the Vaal River for Kimberley and the Modder River for Ritchie. The Municipality is both the water services provider and authority, thus the municipality is responsible to abstract, purify, and distribute water.

Sol Plaatje Municipality has adequate water sources to cater for the current and future demand for up to 10 years (All Town Study 2014). However, raw water quality in the Vaal River is deteriorating, which has a negative impact on treatment and operational costs. This has triggered investigations on sustainability and security of current water supply source, and possible alternative sources for the city.

Currently 2 680 Ml of water is supplied per month, while the current demand is 2 160 to 2 700 Ml per month, with an average of 2 300 month depending on the season.

In 2018, the Municipality has completed and approved the Water and Sanitation Master Plans, which will be used to guide planned maintenance and upgrading that will be required as a result of ageing infrastructure and development.

Achievements and Mitigation strategies

Sewer

The upgrading of the Gogga Outfall sewer line from Gogga pump station to Homevale WWTW is due for completion in the 2018/19 financial year. The purpose of the project is to replace the dilapidated line which was plague with frequent pipe collapses causing blockages. The end result after the completion of the project would be to minimise blockages in the surrounding areas and to alleviate the spillage of sewer at Gogga pump station.

Various sewer pipe projects have also been identified that needs to be upgraded and refurbished that will include the removal of midblock sewers and also the upgrading of the Seleke/ Homevale outfall line.

The design phase for the carters Ridge pump station has commenced in the 2018/19 financial year. The project will ensure that the increasing demand for reticulated sewer will be met by the municipality and this pump station will also encourage development in the area.

The sanitation master plan will also be incorporated to determine the projects that will required to ensure that the infrastructure will meet the required demand.

Water

Major refurbishment is being implemented to reinstate operational capacity, and minimise downtime at Riverton WTW. However, upgrading of the station was required to cater for future demand due to housing development within its catchment area

The new High Lift Pump Station, with four (4) pumps is under construction. This is aimed at ensuring sustainable and secured supply of water at all times and seasons. The project should be completed in 2018/2019 financial year.

The Ritchie bulk water augmentation project phase 2 is at practical completion stage. This project was incepted in 2014 with phase 1 of the project being completed in 2017. The project entailed the upgrading of the bulk infrastructure in Ritchie from the abstraction point (Modder river) to the plant and all pumps and fixtures at the purification works to ensure sustainable delivery of potable water in Ritchie.

Various pipe replacements projects has been identified to replace old pipe work and to increase capacity. This will ensure that current and future demands are catered for. Newton reservoir network is being upgraded to ensure security of supply. This is a follow-through project linked to Non-Revenue Water Minimisation strategy, initiated in 2012.

The municipality has invested in infrastructure development and upgrading in the past years. However, a need still exists due to old infrastructure, and growth due to normal population increase and immigration into the city.

The capital and related projects identified are aimed addressing these challenging conditions, progressively.

The excessive water losses reported over the past number of years necessitated the development of a practical action plan that identifies projects which would directly address these losses. The proposed plan is depicted in the table below:

Table 6: Water losses – Action plan

Water Losses – Action Plan				
Efficiencies at the purification plant (Riverton)	Catchment of purified water disposed during the back wash process	Upgrade of existing dam in Riverton that can be used to catch the water, ensuring that the already purchased and purified water is not flushed back into the river	Capital Budget or Maintenance as the asset exists already	It is estimated that 6% of water losses are as a result of this process
Unmetered consumers (farmers along the 900 and 630 lines from Riverton	It is believed that there are farmers connected directly on the distribution line from Riverton that have no meters installed, and accordingly not being billed for the water.	Water Services Engineering must confirm the existence of such customers and ensure that these customers have a meter installed and are read and billed monthly	Part of day to day operations.	Depending on the number of customers found, it is estimated that this may be about 3% of the water losses reported. It will also improve on the monthly billing and receivables per month.
Major leaks identified in the distribution network.	There are apparent major leaks that need urgent attention of the Engineers. Some had been attended to. Pipe replacement projects have also be conceptualised in the current IDP Cycle.	Pipe replacement project as part of maintenance must be developed and funded within the available budget allocated.	Normal maintenance work or use of contractors to complete complex fixes required. A capital project was planned in phases from 2018/19 MTREF	Leaks and pipe bursts may be contributing about 5% to losses reported
Installation of bulk meters to all informal and formalised areas where household billing is not yet taking place	The municipality provides free basic water to formalised and illegal/unplanned settlements. However, water provided is not metered to determine amounts consumed for	Installation of meters in all areas that receive FBW immediately	Part of day to day operations of technicians and plumbers.	It is estimated that 1,584 cubic litres of water is distributed as FBW thus contributing about 3-5% to the water losses

	billing of FBW purposes. This unmetered water is reported as part of losses.			
Covered meters	Inability of meter readers to read meters due to them being covered	Clearing of meters for reading purposes	Duties of Meter Readers and Meter Inspectors	Finance to provide a list of covered meters
Leaking meters and internal services	Many customers report leaking meters and leakages within the yard causing disputed bills	Establish a system to manage reported leaks and replacement of such meters	This work can be outsources to ensure quick turnaround times to complete the list available	There is a budget for water meter replacement
Replacement of water meters with SMART meters at all Council Properties	No proper management of meters installed at all council occupied properties and the reading rate of such is very poor.	Procure and install SMART water meters for all council occupied properties for accurate measurement of consumption.	Capital Project funded as water meter replacement	Identify municipal properties, analyse functionality of these meters, or immediate replacement of meters.
Reading of meters	Access to water meters is a challenge. Customers with more than 6 months interim water readings as a result of access issues have their meters moved to the pavement	This job be co-sourced with the local plumbing company to assist with relocation of meters as well as installation of meters where we have straight connections.	Contracted services – mater replacement project	Interim readings impact the accuracy of estimating water losses as a result of journal corrections monthly
Review of meter reading routes and use of advance technology for reading purposes	The municipality ran a pilot to test meter reading using electronic devises. The project was successful and new device requires to be purchased. However, this project must be enhanced to include an integrate-able meter reading system and reading devices for water and electricity	Procurement has been completed. Tender processes must now be followed in this regard. Consider Section 32 if possible.	This has been budgeted for as part of meter replacement, however, upon award, the system installation, staff training, testing and implementation will be moved with budget for correct classification. Annual license fees shall be budgeted for under ICT.	A 100% reading rate is sought after for good performance by Meter reading Section

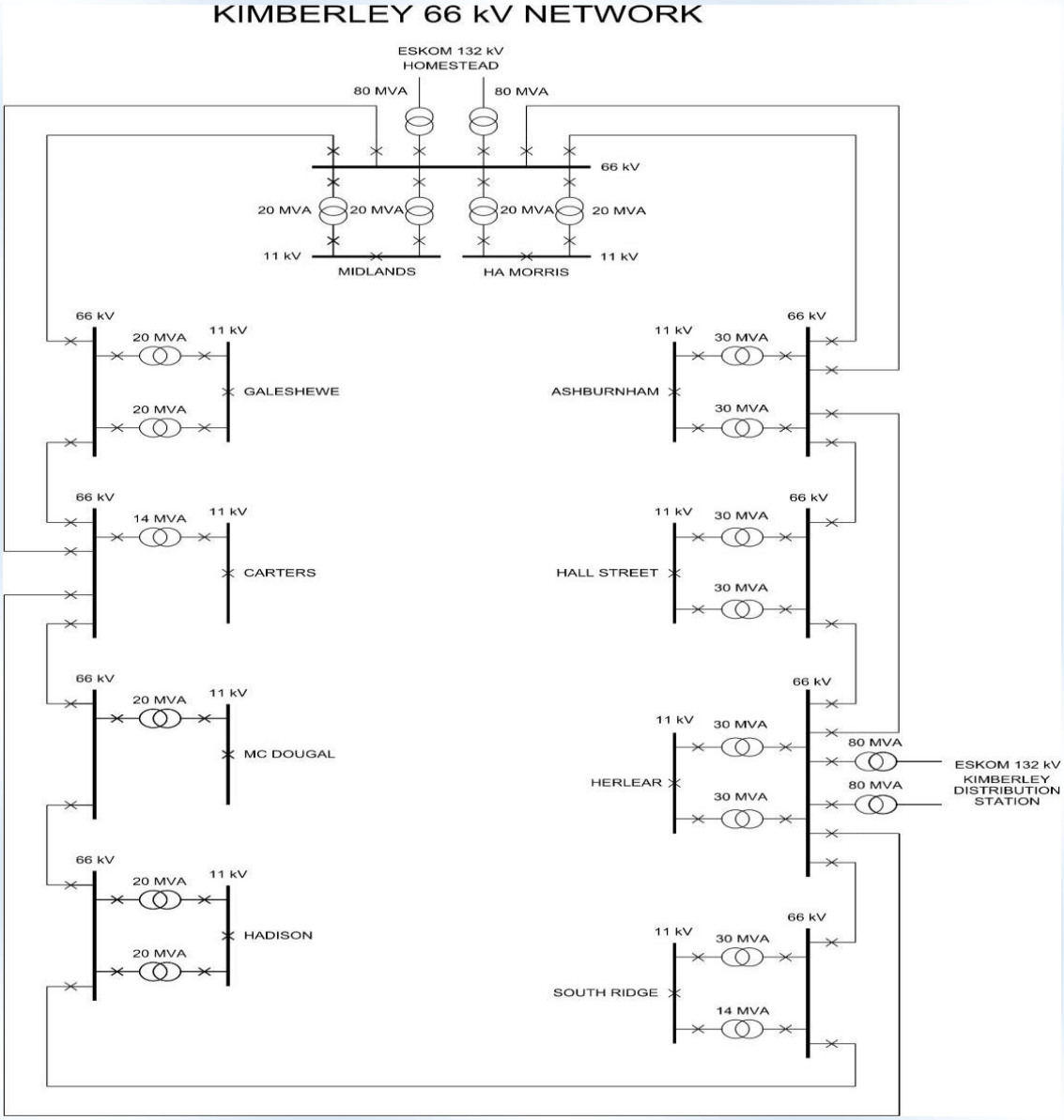
ELECTRICITY

Status Quo

In recent years our Eskom's Kimberley Distribution Station was upgraded in order to handle current and future developments electrical demand. This resulted in a firm 80 MVA supply, of which 60 MVA is available for Kimberley. This puts Sol Plaatje Municipality in a very favourable position in terms of supply from Eskom. A 66 kV ring network is the spine of the Kimberley network, supplying 10 x 66/11 kV substations (including Herlear and Homestead).

Refer to the Figure below for the 66 kV network layout.

Figure 3: Kimberley 66 Kv Network



Other areas of supply include the following:

PLATFONTEIN

Platfontein is supplied from Galeshewe Substation via an overhead 11 kV line.

RIVERTON

Riverton is supplied by SPLM municipality through two old 5 MVA transformers. Sustainable electrical supply at Riverton is crucial as any interruptions may directly affect the water supply from Riverton Water Purification Works to the entire Kimberley and Galeshewe.

MODDERRIVIER, RITCHIE, MOTSWEDIMOSA & RIETVALE

These areas are supplied by Eskom. The municipality is investigating the possibility of a single electricity distributor in future. Negotiations to this effect will need to take place between the relevant stakeholders.

Achievements

The Electricity Masterplan was completed during the year under review.

The previous financial year did not yield many capital projects, although there was one capital project which had a very high impact, which was funded by DOE through INEP funding. This project was the electrification of 586 stands in Snake Park.

The municipality secured R31 million funding from DOE for FY 2017/18 to supplement the above project, which is the electrification project as well as upgrading of Carters Glen Substation. Funding was also secured for the switchgear replacement at Herlear Substation and the replacement of the transformers at Riverton in for 2017/18 financial year.

Challenges

The two priority substations which require upgrading are Galeshewe and Hadison Park Substations, with their switchgears overloaded and requiring replacement in order to improve sustainability and the quality of supply. This was also supported by the audit finding done by NERSA, emphasizing on the switchgear at Herlear and power quality monitoring at other substations. The 11kV infrastructure is under strain as more power is being demanded from existing and new businesses.

Mitigation Strategies

To address the electrification backlog, the municipality has earmarked and planned the following projects in support of new human settlement developments, which would be funded by DOE and should be concluded in the next financial year or two.

Table 7: Current Housing Projects (2018/19)

Development
Complete upgrading of Carters Glen substation with 1 x 20 MVA transformers
Complete 50% of the project to replace the 66KV oil circuit breakers at the Herlear Substation with SF6
Complete 50% of the project to replace the 11 KV circuit breakers at Herlear substation
Complete the upgrading of Riverton substation equipment with 2 x 10 MVA transformers
To complete the electrification of 1591 houses (Snake Park, Platfontein, Ramorwa, Fluffy Park, Santa Centre and Kutlwanong)

Table 8: Planned Housing Projects

Development	Qty	Estimated Load	Cost
			Estimate
Electrification of Donkerhoek	111	278 kVA	1 909 200
Lerato Park Link Services : Network Strengthening Bulk Project			1 844 000
Electrification of Witdam	138	345 kVA	2 373 600
Electrification of Golf Course	1 100	2 750 kVA	18 920 000
Electrification of Waterloo	240		4 128 000
Electrification of Ramorwa	106		1 823 200
	1 695		**R30 998 000**

Table 9: Future Housing Projects

Development	Qty	Estimated Load	Cost Estimate
Riverton (formalise stands)	174	435 kVA	R3 200 000
Begonia	102	255 kVA	R2 000 000

Ritchie Erf 2 & 12	800	(ESKOM)	R15 000 000
Tshwaragano (160)	160	400kVA	R3 000 000
Phomolong (163)	163	418kVA	R5 000 000
Jacksonville (195)	195	488kVA	R3 500 000
Mlimba Street Shacks	**7**	18kVA	**R150 000**
	4294	**8 746 kVA**	**R80 700 000**

The current 2 x 5 MVA transformers are planned to be upgraded to 2 x 10 MVA transformers. After this upgrade 4 MVA of firm supply will be available to any development that takes place in the area. This upgrade will also provide capacity for the electrification of households in Riverton.

The electrical master plan is a critical plan that looks at what is planned for the city in terms of developments, what is currently in the process of unfolding and pro-actively seeks to implement the required infrastructure in time, without negatively affecting the existing customers. The municipality has appointed a service provider to compile an Electrical masterplan.

Our mitigation strategy is captured in the table below:

Table 10: Electricity mitigation strategies

Priority	Project	Explanation	Year
3	Re-design of looping network in Galeshewe	Address the capacity problem created by installation of 60A SP breakers on a network that was not designed for this size of connection. Increase quality of life for all the customers on this antiquated system.	2
4	Upgrade of Hadison Park	Alleviate the severe overloading on the substation	2

An action plan has also been compiled to curb the high electricity losses:

Table 11: Electricity losses – Action plan

ELECTRICITY LOSSES - PROJECTS				
Faulty meters replacement	There are still faulty electricity meters that need to be replaced.	There is lack of supervision in as far as replacement of faulty meters is	There is a detailed report on faulty meters. All meters must be replaced by	Appointment of contractor may be necessary to complete the project

		concerned – this may contribute to the electricity losses suffered by the municipality.	30 June 2019.	on time.
Replacement of all credit meters for residential customers.	The municipality has progressively replaced residential customer meters and there is less than 5 000 customers still on credit meters.	For revenue protection purposes, these customers must have their meters replaced as part of the meter replacement project	A report of residential customers with credit meters be obtained, customers on arrears for more than 90 days must have their meters replaced as a priority	Appointment of contractor may be necessary to complete the project on time.
Install of SMART electricity meters for large customers and ensure automated reading take place for accurate and efficient billing.	Project has been conceptualised. Out of 400 customers, over 250 customers have been installed with SMART meters.	Implement project to completion.	Accurate reading and reduction of customer queries that delays payment of accounts.	Billing and Electricity to meet and prepare a status quo report in this regard. CFO and ED I and S to guide immediately after the report is received.

FLEET

Inadequate and unreliable fleet has always been one of the hinderers of effective service delivery. The municipality has over the years relied on the external hiring of fleet and machinery, but have recently taken a decision to revitalize own fleet by replacing old, unreliable and redundant fleet.

The challenge however remains that funds allocated for the Vehicle Fleet Replacement Plan are inadequate to satisfy the urgency and frequency that this fleet is required, hence the needs to align to the budget thereof to the annual Fleet Replacement Plan/Needs Analysis, taking into consideration financial constraints that may exist.

An amount of R4m was made available for the 18/19 financial year but during mid year the amount of adjusted downwards to R1m due to financial constraints. A projected budget of R4m per year was made available for the following three financial years.

HOUSING

Status Quo

It should be emphasised that the provision of housing is not the responsibility of the Local Municipality, but rather the Department of Cooperative Governance and Human Settlements (COGSTHA). The municipality had in the past acted as an implementing agent for the department, through appointing and monitoring of construction contractors. The function was however taken back by the department in its entirety. The municipality is responsible for the identification, planning and surveying of land suitable for human settlement.

That being said, housing remains a major challenge in Sol Plaatje municipality, with backlogs as per the housing applications currently at approximately 12 000 applications. This is evident by the number of illegal and informal settlements that have mushroomed over the past decade, sitting currently at 21 informal settlements. Nine of the 21 informal settlements have however been formally registered and declared as townships, although infrastructure provision remains a challenge.

The estimated number of families living in informal settlements is 12374, and this is something that through joint efforts between COGHSTA and SPLM is being resolved.
It is important that a progressive working agreement between the municipality and COGSTHA is maintained in order to deal with this issue in an effective manner.

The municipality is transferring title deeds to lawful owners, especially the pre- 1994 stock. This in in line with the budget speech from the National Minister of Human Settlement. The Minister emphasized how without the rightful owners, government is unable to revitalise old townships, which are in most cases in a state of decay. The municipality is looking at collaborating with department of Land Reform and the office of the Land Commission to create a dedicated unit to deal with fast tracking the issuing of these Title Deeds.

The municipality currently has a total rental stock of 1092 units in Kimberley, Roodepan Beaconsfied, Kenilworth and Galeshewe. This consists of municipal owned flats aimed at providing short-term accommodation to address the shortage of rental accommodation and affordable housing in the city. The municipality is also in possession of 77 units utilized specifically for the purpose of old age facility.

In addition to this, the department has also expressed its intention to donate the Community Rental Units (CRU's) in Lerato Park to the municipality. The municipality plans to outsource the management of these units – including the maintenance thereof.

Achievements

In an effort to deal with overcrowding and density challenges in informal settlements, the municipality also undertook a project to identify new pockets of land suitable for low cost housing, survey sites and relocate families.

Challenges

The illegal invasion of municipal land and sporadic mushrooming of illegal settlements remains the biggest challenge facing the Housing Division. The safeguarding of municipal land has always been a challenge, and eviction of illegal occupants is even a much more difficult challenge to overcome due to non-cooperation from SAPS and insufficient security personnel from the municipality to enforce evictions. This also negatively impacts on municipal efforts to eradicate the Housing backlog as in some instances the invasion of land impedes proper coordination to providing services. Land invasion also interferes with the Housing Needs Register as in most instances people who have illegally occupied land end up being permanent residents to the land they have occupied, thus interfering with the Planning and Development of the Implementation protocols of Human Settlements Development.

All the above are exacerbated by the shortage of suitable located land for BNG and the Gap Market potential beneficiaries, which are the two brackets most in need.

Maintenance of municipal rental stock is also a big challenge in the municipality as the municipal flats have drastically deteriorated over the years and are becoming more and more costly to maintain, of the revenue collected at the stock is far less then maintenance cost incurred. This needs to be investigated to look at possibilities of putting these flats/stock in being managed by a Social Housing Institute or a management company who can do that effectively on behalf of the Municipality.

The issuing of title deeds remains a challenge as the rightful owners have either left town, or do not attend organised meetings to have their details verified and to collect their title deeds. Difficulties in regards to transfers of deceased estate also adds to this predicament.

Mitigation Strategies

In order to address one of the biggest challenges that affect Housing in Sol Plaatje Municipality, the Housing Division will improve its interactions with town planning to ensure alignment in planning and exploring for land availability suitable for human settlement.

Subsequently this, the current waiting list would be converted to a National Housing Register and appropriately prioritized in order to consolidate and streamline the Housing Delivery value chain.

The Municipality has gone a long way in upgrading its bulk infrastructure to enable growth. It now has to prioritise the reticulation of services to business and households. In this process it is important to take cognisance of the spatial development taking place – both in terms of commercial development and residential development to ensure that the reticulation of services is aligned to the 'space-economic' development of the City.

One of the prevalent issues over the past number of year is the so-called gap-market or middle income group. This group of people earns too much to qualify for an RDP house but too little to qualify for a bond. This is something that need to be addressed. The proposed areas for relocation and informal settlement upgrading and middle- income erven registered with no services, are shown in the tables below:

The only project undertaken in the for the past year is the Diamond Park 300 houses built of the 892 sites in the area, of which Cogstha only budgeted for this amount.

Table 12: Registered middle- income areas with no service

	REGISTERED MIDDLE INCOME WITH NO SERVICES					
NO.	LOCALITY	NO. OF ERVEN	OWNERSHIP	ZONING	AVERAGE SIZE PER ERF	ESTIMATED VALUATION
1	PHOMOLONG	161	SOL PLAATJE	Residential	+/-330m^2	+/-90 000.00
2	MOGHUL PARK	10	SOL PLAATJE	Residential	+/-320m^2	+/-100 000.00
3	SOUTH RIDGE	100	SOL PLAATJE	Residential	+/-590m^2	+/-300 000.00
4	HERLEAR	11	SOL PLAATJE	Residential	+/-950m^2	+/- 360 000.00
	TOTAL	**282**				

Table 13: Informal areas identified for relocation and upgrading

LOCALITY	EXTENT OF ERF	NO. OF ERVEN FOR FUTURE DEVELOPMENT	CURRENT NO. OF INFORMAL STRUCTURES/SHACKS
Ivory Park Extension	±7.1 Ha	± 2000	± 600
Ramorwa	±3,6 Ha	± 98	± 98
Witdam	±5 Ha	± 138	± 138
Homevale		± 112	± 112
Erf 3052 Galeshewe Mathibe/ Fluffy Park	±1,2 Ha	± 50	± 50
Erf 17177 Homevale	±4 Ha	± 55	± 0
Portion of Erf 1318 Galeshewe (Santa Centre Extension)	±1,5 Ha	± 24	± 24
Erf 17725 Begonia	±62 Ha	±100	± 112
Back of Legislature	±40 Ha	± 800	± 2500
Tshwaragano Shacks	±3 Ha	± 160	± 160

LOCALITY	EXTENT OF ERF	NO. OF ERVEN FOR FUTURE DEVELOPMENT	CURRENT NO. OF INFORMAL STRUCTURES/SHACKS
Riemvasmaak	±135 Ha	± 180	± 1000
Ramorwa & Witdam Overflow.	±3.5 Ha	± 55	± 55
Erf 1046 (Tswelelang)	±9399.7 square metres	± 90	± 90
Erf 25151 Greenpoint	±2.14 Ha	± 120	± 500
Jacksonville Extension		± 200	± 0
Erf 30299 Green point	±1.36 Ha	±31	±20
Erf 30058 Green Point	±7207 square metres	±07	±16
Erf 30074 Green Point	±1751 square metres	±05	±04
Erf 25105 Green Point	±7400 square metres	± 30	±100
Erven 29272 &29257 Green Point	±1.67 Ha	±29	±250
Waterloo	±19.3 Ha	±230	±800
Erven 25151 & 30059 Green Point	± 2.25 Ha	±61	±300
Total Planned	**±295.62 Ha**	**± 4575**	
Total number of shacks		**± 6929**	

Table 14: Backlogs per service

SERVICE	BACKLOG CENSUS 2011	BACKLOG IHS SURVEY 2015	SERVICES PROVIDED UP TO 30 JUNE 2015	SERVICE PROVIDED UP TO 30 JUNE 2017	NEW STRUCTURES - NO SERVICES MAY 2018	CURRENT BACKLOG	PLANNED PROJECTS 2018/19 AND BEYOND
WATER	8743	1730	7013	none - COGHSTA	7211	8941	870 - implemented by COGHSTA
SANITATION	9343	5050	4293	none - COGHSTA	7211	12261	870 - implemented by COGHSTA
ELECTRICITY	9127	6890	2237	3151	7211	1502	1502
REFUSE REMOV	9490	8560	930	none	7211	15771	*Strategy to be developed*

The table above shows the backlogs per service based on the data available at this point (taking cognisance of the latest informal settlement statistics shown above. Emphasis is placed on the fact that COGHSTA is responsible for the construction of houses as well as the installation of water and sanitation services. This is also funded by the department and as such, not included in the SDBIP of the municipality.

The table below details the funded infrastructure projects that the municipality has included in its capital budget for 2019/20.

Table 15: Capital Infrastructure projects

Project Description	Asset Class	Total Project Estimate	2019/20 Medium Term Revenue & Expenditure Framework			Project Information
			Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Ward Location
Upgrading of storm water channels in Galeshewe	*Roads Infrastructure*	120 000	40 000	50 000	60 000	ALL
Upgrade gravel roads	*Roads Infrastructure*	13 436	13 436	13 436	13 436	6, 7, 9, 10, 15
Replacement of computer equipment	*Computer Equipment*	30 000	5 000	5 000	20 000	ALL
Replacement of loose equipment	*Furniture And Office Equipment*	9 000	3 000	3 000	3 000	ALL
Reselling of erven	*Revenue Generating*	6 000	2 000	2 000	2 000	ALL
Fleet Replacement programme	*Transport Assets*	22 000	6 000	6 000	10 000	ALL
Upgrade of Homevale Fire Station	*Community Facilities*	12 668	12 668	–	–	WARD 3
Herlear 11 kV Switchgear	*Electrical Infrastructure*	10 000	5 000	5 000	–	WARD 29
Electrification of golf course – 1100 houses	*Electrical Infrastructure*	18 920	18 920	–	–	WARD 7
Electrification of Ramorwa – 106 houses	*Electrical Infrastructure*	1 823	1 823	–	–	WARD 4
Electrification of Donkerhoek – 111 houses	*Electrical Infrastructure*	1 909	1 909	–	–	WARD 8
Electrification of Witdam – 138 houses	*Electrical Infrastructure*	2 374	2 374	–	–	WARD 4
Electrification of Waterloo – 240 houses	*Electrical Infrastructure*	4 128	4 128	–	–	WARD 33
Lerato Park Line Services network strengthening	*Electrical Infrastructure*	1 844	1 844	–	–	WARD 30
Upgrade of electrical infrastructure	*Electrical Infrastructure*	31 880	–	16 000	15 880	ALL
Upgrading of streetlights	*Electrical Infrastructure*	16 000	5 000	5 000	6 000	ALL
Replacement of pre-paid meters	*Electrical Infrastructure*	9 000	3 000	3 000	3 000	ALL
Upgrading of water treatment works	*Water Supply Infrastructure*	20 000	–	10 000	10 000	WARD 29
Water Meter Replacement	*Water Supply Infrastructure*	9 000	3 000	3 000	3 000	ALL
Water supply Reservoirs	*Water Supply Infrastructure*	14 750	–	10 000	4 750	WARD 11
Water Supply Reservoirs	*Water Supply Infrastructure*	1 406	–	–	1 406	WARD 14
Lerato Park bulk water mains	*Water Supply Infrastructure*	377	377	–	–	WARD 28
Bulk water mains	*Water Supply Infrastructure*	12 747	–	1 547	11 200	ALL
Water Infrastructure Distribution points	*Water Supply Infrastructure*	9 030	–	6 000	3 030	ALL
Renewal of Sewer pump station	*Sanitation Infrastructure*	6 000	–	3 000	3 000	WARD 27
Carters Glen Sewer pump station	*Sanitation Infrastructure*	45 000	5 000	20 000	20 000	ALL
Renewal of sewer reticulation	*Sanitation Infrastructure*	5 000	–	–	5 000	WARD 17
Renewal of sewer reticulation	*Sanitation Infrastructure*	40 000	–	15 000	25 000	ALL
Reconstruction of old sink toilets Kutlwanong	*Sanitation Infrastructure*	20 000	10 000	5 000	5 000	WARD 17
Upgrading of sewer reticulation	*Sanitation Infrastructure*	9 950	–	6 950	3 000	WARD 24
Upgrading of Seleke / Homevale sewer lines	*Sanitation Infrastructure*	15 000	15 000	–	–	WARD 5
Lerato Park Bulk sewer mains	*Sanitation Infrastructure*	24 806	24 806	–	–	WARD 28
		574 048	**184 285**	**180 497**	**209 266**	

As can be seen from the table above, the following flag ship projects currently receive priority at the municipality:

Galeshewe Storm Water Upgrade is implemented under the Urban Renewal Program (URP) as part of the Public Network Transport (PNT) mainly in Galeshewe and other areas in the city. The *Galeshewe* Storm Water Upgrade is currently the biggest project on the capital budget with a total allocation from Neighborhood Development Partnership Grant (NDPG) from National Treasury to the tune of R40 000 for 2019/20 and R110 000 over the MTREF. This project will replace most of the existing storm water drainage pipes and install box and pipes culverts where heavy floods are experienced in the greater Galeshewe and will significantly reduce the huge storm water problems experienced in both primary and secondary networks as well as reducing floods in private and business properties. This will create great water harvesting opportunities for municipality amidst national current water crisis.

The project is implemented for the total upliftment of the area as well as to facilitate improved drainage to a significant part of the city.

In addition to this, R13 436 371 has been allocated for the paving of roads in Galeshewe. As a result of paving being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R30 000 000 has been allocated over the MTREF (2019/20 R5 000 000) for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R26 661 723 has been earmarked for these projects, with the areas mentioned in the table above for electrification during 2019/20.

Table 16: Capital projects (Community services)

DESCRIPTION	FUNDING SOURCES	2018/19	2019/20	2020/21	2021/22
P-CNIEUA-BUILDINGS-SATELITE FIRE STAT	IUDG	2 472 752	12 668 255	0	0
Upgrade De Beers Stadium	MIG	2 117 678	0	0	0
Upgrade Galeshewe Stadium	MIG	1 190 741	0	0	0
Refurbish Florianville Swimming Pool	CRR	1 409 021	0	0	0
TOTAL		**7 190 192**	**12 668 255**	**0**	**0**

Planned capital funding sources for the next three financial years are shown in the table below. It is clear from this table that the funding mix for capital spending is not well balanced at this point, as it is funded only from internally generated funds and grants.

Table 17: Capital funding sources over the MTREF

FUNDING	2019/20	2020/21	2021/22
CRR	27 000 000	27 000 000	41 000 000
MIG	0	0	0
RBIG	0	0	0
NDPG	40 000 000	40 000 000	40 000 000
Tech-NDPG	0	0	0
INEP	30 998 000	16 000 000	15 880 000
Inep(esk)	0	0	0
WSIG	30 000 000	40 000 000	50 000 000
EEDSM	5 000 000	5 000 000	6 000 000
IUDG	51 287 000	52 497 000	56 386 000
ACIP			
DSAC	0		
GURP	0	0	0
FBDM			
Prov			
	184 285 000	**180 497 000**	**209 266 000**

The municipality has 33 wards. Ward priorities are received from the ward councilors in each ward. From these priorities it is evident that the main causes of concern are service delivery related. The condition of the roads and poor water and sanitation infrastructure is prevalent. Accordingly, these areas are also where the largest portion of the budget were allocated, Refer to Annexure 1 – Multi-year capital plan for a comprehensive list of funded and unfunded projects. Below is a list of ward priorities received:

Table 18: Ward Priorities

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
1	**Petunia Francis**	Paving of untarred roads in Old Roodepan	Upgrade municipal flats	Community hall	Upgrade Sida Park	Electrification of Begonia and provision of High mast lights	Upgrade Camelia and Eagle street pump station including rising main and outfall	
2	**Lucias Visagie**	Paving of Weaver, Finch, Seeduif, Papegaai, Dikkop, Nightingale, Hoopoe, Parakiet and Pluto Streets		Extension of current clinic or building of another clinic as 4 wards visits clinic on daily basis Upgrading of multi-purpose hall	Upgrading of park with swings, planting of trees) in Albatross Str currently being used as a dumping site	High mast light at Mahala Park	Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites. Replacement of sewer main in Spreeu and Seeduif Street Maintenance of Sewerage system in Eagle Str (RDP houses)	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
3	**CB Lewis**	Resurface all tar roads in ward 3. Paving in Homevale ext., Porpoise, Pilchard, Sardine, Barracuda, Salmon, Anchovy, Sole Close, Bass Close, Hake Close, Gold Fish Close, Mackeral, Haddock, Whiting, Garrick Bream Str in Homelite, Marthennay Paving of Bream, Cyntrex Proman, Pilchard, Porpoise, Sardine, Barracuda, Anchovy, Salmon, Bream Drive, Whiting, Haddock and Mackeral Str in Homelite Upgrade gravel roads in Homevale shacks Upgrade all storm water drains. Clean all canals in Ward Pave all gravel roads in Homevale Extions 20, 21, 22, 24	Rectify Homevale Ext houses and Homevalley houses Provision for disable houses Provision for houses in Homevalley shacks	Build in door sport facility, multi-purpose recreation ahll, recycle projects in wards, regular removal of dumps, rubble, etc pavements, open areas, parks, build playground and stadium, build car wash	Upgrade of parks and build public swimming pool	Provision of high mast lights Electrification of Homevalley shacks, high mass, Sardine 2nd Street. Homevalley shacks, between Homevalley and Roodepan Road, 21st Street Replace all faulty transformers Replace house lightsand street lights in Homevalley and Homelite	Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites.	Survey of 350 sites for informal housing
			Build a paypoint and one stop centre, Buildt houses in all open spaces, build youth centre, build houses in open spaces next to Lerato Park, replace all asbestos roofs		Recreational park next to Roodepan roads and Homevalley ext.		Replace all water pipes in ward.	Rezoning and subdivision empty erven
					Upgrade soccer field Homevalley, 11th Str, 18th Str, Sandshark Str playgrounds, Baracuda in			Fully surveyed serviced erven for development and serving for housing formal and high income group due to

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
					open space			influx of industrial workers for next year onwards thus boosting the municipality's revenue
					Build park in Homevale and Homevalley			
					Put up hockey fields Volley Ball pitch erect, Gym Park			
4	**TH Mpanza**	Uplifting of paving in Chris Hani Park (last street facing Waterloo Str	Provision of housing in Ramorwa and Witdam	Sickbay at old age home in Seochoareng Str	2 Parks Mphela and Tholo Str	Electrification of Ramorwa	Upgrade of Gogga outfall sewer main	
		Paving of roads in Peme, Botsang and Boikanyo Str and all streets in Santa Zone 2 and Otto Str Upgrading of s/w drainage system between Peme and Botsang Str		Community Hall open space in Botsang Str			Communal services for water and sanitation	
		Rehabilitation of retention dam between Peme and Botsang Str.					Household water and sanitation connections for informal areas	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
5	**M Mohapi**	Paving of street in Vaalbos 1, Mathibe Old Vergenoeg, Mathibe extension (Madalane shacks) Baba Gopane, Madiba	Provision of housing in Fluffy Park			Electrification of Fluffy Park	Provision of basic water services in Fluffy Park	
							Upgrading of toilets in Thusano Unit	
6	**D T Setlholo**	Ramora & Blikkies dorp sloot, gully to be closed and s/w pipes to be installed	Audit to be conducted to establish damage done to slab houses	Need for a community hall for public gatherings site next to boikhutsong community creche	Recreational facility in Mathibe Str, Thutlo Str park to be upgraded	High Mast light Seleki Str in front of Tikke Bar at Erf 4004 to eliminate high crime	Sewerage overflowing in Maphuta Str constantly giving problems	
		Themba Sloot, gully to be closed and s/w pipes to be installed	Infll & Old cracked Vergenoeg houses					
		Upgrade s/w next to Solly;s store, Maphutha Str opposite Deke Str, Boitsanape, Motlhaba and Masakhane Clinic	6116, 6118, 6107, 6112 Maphuta Str, 6002 Seleki Str, 6566, 6573, 6913 Deke Str, 7031, 7032 Mathibe Str, 7033, 7056, 7057 Stamper Str					
		Roads to be paved: Tshwene, Mathibe, Kgarebe, mmutla, Tlou Singel, Tshwene, Goitseone, Selebogo, Pulane, Moeti, Themba 1 & 2 Mokake, Cwaedi, Mcheta, Basadi, Ngobeni, Msekang, Matsebe, Tshipo, Maiteko, Legaga, Mmoledi, Str no name next to Solly's Store, Tlhabanelo, Kgalalelo,						

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Tsholofelo, Mochudi & Lekuku, Tau Streets						
		Speed bumps in Thutlo, Stamper, Deke, Goitsemang, Seleki and Moheta Str						
7	**PP Kwagile**	Paving of entire Ubuntu, Malebe, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle, Amakhuzane Streets and April Str connecting to Ramatshela Str. Upgrade minor roads connecting April to Ramatshela. Upgrade minor streets connecting Kesiamang to Moraladi. Paving of Solly Legodi. Construct Vehicular bridge connecting Solly Legodi & Dunston (Over the lined canal)	Solly Legodi cracked houses, disaster houses throughout ward. Solly Legodi 1 house without electricity since the day it was built Provision of housing in Riemvasmaak	Cleaning of Ramatshela Cemetery Provision of more bulk refuse bins and no dumping signs	Five April Park (Bambanani Park) no caretaker, park in bad state	Provision of electricity in Riemvasmaak High Mast Lights	No toilets at Riemvasmaak Provision of communal water and sanitation services in Riemvasmaak. Upgrade of Gogga outfall sewer main. 7 houses in Solly Legodi that still needs to be build still uses bucket system Sewer manholes to be lifted in Solly Legodi and Ubuntu/Danston	New Area Riemvasmaak still informal settlement no development only taps
8	**Charles Ngoma**	Pedestrian walkway from	Provision of		Upgrade of	Provision of electricity and	Provision of	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Schmidtsdrift Rd to Freedom Rd Cleaning of s/w canal in Silson, Armstrong and Freedom Rd Resurfacing of Limpopo and Swanson Rd and patching of potholes Paving of Thesele, Thomas Morebudi, Peacock, Gans, Morubisi, Gaka, Kalkoen, Eshley Mothelesi and Nxumalo Extension, John Daka, Donkerhoek and 7de Laan	housing in Madiba Park and Donkerhoek Ext Maintenance of poorly constructed RDP houses with dangerous building problems in Donkerhoek		parks in Armstron Rd and Donkerhoek Gurp Park	High Mast Lights	basic water and sanitation services	
9	**DM Swazi**	Paving of roads, Boitumelo, Mosamo, Chou, Solani, Mokonyama, Hlongwane, Lilian Mantsane, Jenkis Mothibedi, Maokeng Str	Provision of FLISP housing in Retswelele		Fencing and greening (grass) for parks, Real Madrid soccer ground	Provision of electricity in Retswelele	Provision of water services in Retswelele	
10	**JT Gomba**	Paving/Upgrading of roads Dinokwane, Moagi & Molema Str (Unit 3) Obakeng, Moretele, Phetolo, Tladi Str, Sekate, Tlhapi, and Botlhale Str (Unit 1) Erection of speed bumps : Phajane, Modise, Ditake, Nkgare, Street no name between Phajane shops, Tetlanyou Secondary school, Mongale, Moagi, Letlhaku, Molema Unit 3, Gwele, Fish Crescent, Siwisa, Simino, Madibane, Leqwabe and	Provision of housing		Upgrade of Tommy Morebudi Sports facility	Solar Geysers to be installed Installation of high mast light at area of Dingaan Str and Pick 'n Pay Centre, substation between Siwisa and Dingaan Str to be closed by council	Provision of basic services in Tshwaragano shacks, pipe replacement programme Nobengula	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Sontlaba Str Unit 2, Obakeng Str Unit 1						
		Potholes to be fixed : Unit 2 consist of Sontlaba up until Fish Cres, and Unit 3 consist of Phajane up until Modise and Ditake Str				Provision of electricity to shack currently at Tshwaragano shacks		
11	**IM Mojakwe**	Paving in Arena, Badumedi, LM Mojake, Suzan Tlhalepe, Molemo and Thokoza	Agisang (Katima Molelo) residents extension of 2 rooms and asbestos	Job for youth	Cleaning of parks		15895 Mojakwe Str, meter box leakage	
			15862 Elizaqbeth Manko Str, roof leagae and door broken, 15905 Mojakwe Str, door between kitchen and sitting room is loose, Roof leakage problem; 15860 Elizabeth Manko Str, toilet leakage, and roof leakage; 15837 Elizabeth Manko Str, roof, geyser	Playground at Stranger Nkosi open space	Upgrading of Agisanang Park			

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
			and door needs replacements					
			Geysers are cracking roofs	Cleaning of graveyard				
			Removal of asbestos					
			Greater Vergenoeg houses are cracked					
			Arena Residents want houses to be renovated, new toilets.					
			Refurbishment of hostels into CRU's					
12	**LL Mocwagole**	Unit 1 - Paving of roads (Mashilo, Magonare, vicinity at Peme Office and car wash), Witdam streets	Unit 4 - Dilapidated house in Phllip Mphiwa next to Faima Church should be renovated for Ward 12	Unit 1 - Magonare big tree church side open area for small park for relaxation and gathering purposes	Unit 4 & 5 Upgrading of park in Phillip Mpiwa down to Phakedi Str	Maintenance needed at all units	Construction of brick toilets in Tyala Drive, Mocumi Str	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Unit 2 Paving Tyala Drive & Jabula RDP houses, road signs, chromodeck signs (speeds bumps, reflectors paint each street 3) Khotso Str, Naledi Str, Chevron Rod sign between Khotso and Naledi, Tyala Drive, Redirile School speed bump and Bongani Str 4 way James Mandeu Dula Str to Jabula Street = C (Chromodeck Road sign; Jabula Str to Tyala-Phutane Str	consultation house causes rapes and robberies	Unit 2 - Building of libraryNext to African Church in Kwnobanthu				
		Unit 3 - Tyala- Kekane Str same		Unit 4 & 5 Cutting of trees which causes a lot of rapes and robbery at Phillip Mphiwa down Phakedi Str				
		Ufnit 4 - Hulana str all internal streets Phakedi Str		Develop food garden for the (jojo) community and create jobs at open space next to Salvation Creche at Nkoane Str				
		Unit 5 - Hulana Str internal streets to Montshiwa Rd, Street name signs for all units in Chromodech Road						
		Unit 4 & 5 S/w slope at Phakedi, Phillip Mphiwa to be cleaned up						

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		and restructured with tunnels for flow and safety of families						
13	**MK Molatudi**	Paving of ext 6, Sesing 2, Maji, Methodist Str (next to St James Church), Methodis Str (in White City next to Methodist Church), Ncakani laan, Masiza, Maleka, Zone 2, China Square, Sesedi Str, Santa Santa, Seochoareng Str (behind Cashbuild), Potholes Zone 2 Upgrade storm water canal at Greater No 2, Zone 2, Chris Hani Park, Palweni, Malunga, Modiakgotla, Sol Plaatje	Santa Centre and Zone 2		Social centre park needs to be cleaned and revamped	Zone 2, electricity boxes needs to be transferred from shacks into the houses	Provision of basic services to Santa Centre & Zone 2 shacks	
		Speed bumps in Riet Str, Phakedi Str			Galeshewe Stadium needs to be paved in the front entrance	Street lights in Long Str		
		Infrastructure Mahala Park, Santa Santa				Electricity Santa Centre		

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
	LHS Pieterse	**Squarehill Park** (Aster, Malfa, Carnation, Marigold, Cosmos and Verbena Str - maintenance) **Florianville** (Beechwood and Acacia Rd deteriorated due to overgrown water channel, resurfacing of Maple, Deodar, Cedar, Beech, Ash, Almond, Bloubos and Ganna Rd) **Mint Village / Moghul Park** (Potholes - Peach, Plum, Pear, Mango, Grape, Mandarin Str) **Colville** (Potholes - Omega and Margaret Rd) **Homestead** (Lynch, Harmse, Dawson, Varrie and Rabia Str - resurfacing) **Northview** (Edith, Riverton, Sussex, Neethling, Homestead, Association and Natasha Str - resurfacing) **Access/ connecting roads** Church Rd pavement to small for wheelchairs, road breaking up, Community Rd kerbing to be installed and regular cleaning of s/w canals, Karee/Cypress Rd - road breaking up and kerbing to be installed, Recreation Road from 4 way stop past Florianville and Square Hill Park to main road Barkly Rd to be resurfaced. Trees on pavement at William Pescod High school must be trimmed. Community Rd kerbing is breaking up to be replaced and cleaning of s/w drains. Karee/Cypress Rd Road is breaking up due to rainfalls. Homes are 1 m from edge of road, kerbing to be installed.		**Cleaning of suburbs**: **Squarehilll Park** (pavement around Lords Park in Aster Rd, around church c/o Marigold and Dahlia Ave, Behind Petunia Rd from Recreation between Apostolic & Baptist churches, Area Opposite Kemo Motel up to 4 way crossing in Church Rd, Area at Civic Centre, Judy Scott Library, Clinic & SPM Utility Payment office, pavement of Davidson Str) **Florianville** (Area opposite Baptist, Methodist Church up to 4 way stop at Karee Road, Area opposite Dr Wolfsons Creche in Recreation Rd up to Cypress Rd behind Endeavor Primary school, area between Baptist Church c/o Recreation Rd & Apostolic Church c/o Petunia Str, behind Squarehill Park, water furrow				Formal settlement - area has to subjected to a general engineering survey for an IDP faculty. Land had been pegged and allocated to shack residents with erven numbers for approval of MPAC committees.

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
				Northview (Area from Varrie Rd into Natasha Str by Old Cader Brickworks up to Lutheran Church in Natasha Str, open veld allocated informally as a park regular brush cutting, Baptist Church leading to the sewage treatment facility, opposite side of Rhona Close up to 50 m from corner of last house, open area between Constance Rd and Barkly Rd on either side of Edith Road, pavements of Dpt of Education opposite Northview in Constance Rd and Barkly Rd) **New Homestead opposite Shoprite/Santa Centre** (Open veld 30 m from boundary of College Road embarked from St Pauls Rd opposite Dept of Education to 50m from last house in road.				

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
15	**M Keetile**	Roads & S/w drainage for Phutanang & Phomolong, (Frank Chikane, M Goniwe, Winnie Jansen, Johannes Lekotla, Mocumi Maropong, Gwagwa Sidewalks and bicycle lanes in John Daka	Phomolong FLISP and low cost			Phomolong electrification	Provision of reticulation	
16	**BJ Stout**	Paving of Gugulethu, Nelson Moitsi, Mthengi, Paving of streets in Tswelelang	Snakepark & Promise Land. Provision of housing in Tswelelang	New Homestead (opposite Shoprite/Santa Centre (Open veld about 30 m from boundary of College Rd, from St Pauls Rd opposite Education Dpt up to 50 m from last house, area between New Homestead and AR Abass Stadium where inf settlement opposite the road next to Santa Centre, Island between Hugh & Orange Str overgrown)		Complete Snake Park electrification	Provision of basic services Snake Park & Promise land	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
17	**Gl Petoro**	Unit 1 Club 2000 (Road in Peace/Khutsonong to be fixed, potholes to be patched, no s/w intakes in Tidimalo, Kakaretso, Khutsanong)	Unit 1, Club 2000 (cracked houses, roofs)	Gemdene (Buffer Area Ruby Str & Barkly Rd)	Unit 1 Club 2000 (Trees to be cutted in Peace Str and cleaning of ground)	Unit 1 - Club 2000 Refurbishment of all high mast lights	Unit 2 (Zink toilets Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso, Vanani, Mac Sebao Str)	
		Unit 2 Paving of Nche, Julia, Chabagae, Gala Motheo, Gloria Mathebula, Tebogo Masen, Rebecca Motlhwaeng, Bunny Mamba, Captain Matsi, Molete, Motlhanke, Convention, Vancini, Mac Seao, Patric Mothelesi, Peace, Thutsanong. Paving of Lathi Mabilo, Albert Luthuli, Manne Dipico, Edward Moeng, King Senare, Forest View, Trisano. Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)	Unit 2 (cracked houses and leaking roofs to be repaired)	Unit 2 (Close ground facility to be fixed has been vandalised, community hall, cleaning of veld)	Unit 2 (Park to be upgraded, security 24 hours, trees to be cutted in Kulia, Chabagae, Convention Str)	(3 street lights in every str, Khutsanang, Kakaretso/Tidimalo/Peace when high mast is off street lights must serve as back up)	Unit 1, 2, 3 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso, Vanani, Mac Sebao, Nobengula Rd)	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		S/w drain in Patric Mothelesi to be cleaned and closed, no s/w intakes in Molete, Matshidiso, Convention, Vanani, Mac Sebao, Patric Mothelesi, Motlhanke, Nobengula Main road to assist retention dam). Bridge to be built over s/w canal	Unit 3 (cracked and leaking roofs to be repaired)	Kaghiso (School, library, clinic near ground in John Mampe, Kagiso, Tlhageng)	Kaghiso (Park and fencing to be upgraded, rubbish drums in Gala Mottheo, Tlhageng Unit, as well as at park)	Unit 2 - (3 Str lights in every streets, Molete, Motlhanke, Matshidiso, Patric Mothelesi, Convention, Vanani, Mac Sebao)	Unit 3 (King Senare, Phidisanang, Tirisano, Gabriel, Baremedi, Forest View,	
		Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)	Kagiso (36 cracked houses built by Mulan Construction to be rectified, other cracked houses and leaking roofs to be repaired)	Ipeleng (Netball, basket ball fields to be provided)	John Mampe II (John Daka 2 and Kagiso Parks and fencing to be upgraded)	Unit 2 (High mast light in Moleteand at close ground to be fixed)	Kagiso (Zink toilets to be built with bricks Gala Moetheo, Morris Lenyibi, Rebecca Motlhwaeng, Bunny Mamba, Captain Matsie, George Molaolwa, Gloria Mathebula, Tebogo Maseng)	
		John Mampe II (Patching of Albert Lethuli , short street in John Mampe II, Kagiso, Phakamile Mabija, Manne Dipico , Lathi Mabilo to be paved, no s/w intakes in John Daka 2)	Provision of housing in King Sengari		Ipeleng (rubbish drum at Ipeleng Park and park and fencing to be upgraded)	Unit 3 (3 street lights Gabriel, Tirisano, Edward Moeng, King Senare, Tshidisanang)	Pipe replacement on sewer mains with an option of upgrading top structures. Point repairs on	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
							sewer mains in Kagiso, basic services for King Sengari.	
		Ipeleng (No s/w intakes Chris Marais, Masisi, Man Zana, potholes to be patched)				Kaghiso (3 street lights as back up in Rebecca Motllhwaeng, Gloria Mathebula, bunny Mamba, Morris Lenyibi, Gala Motheo, Captain Matsie, Tebogo Maseng,)		
						John Mampe II (3 street lights in John Daka, Mampe, Manne Dipico, Albert Lethuli, Phakamile Mabija for back up)		
						Ipeleng (High mast light at Ipeleng Park)		
18	**PR van Wyk**	S/w system in whole ward (foculs also in Nxumalo as system is in back of yards)	Renovation of Heritage Houses (mud houses) Mlimba Str shacks + 7.	Development of small village - LED (Mayibuye Precinct - Robert Sobukwe office)		Service and upgrade of electricty transformers Mlimba Str Shacks	Provision of services Mlimba Str shacks	Over population double packing of families
		More speed bumps to be erected	Block brick houses in Greater No 2 and some houses in Nxumalo cracking because	Unemployment and lack of skills program for young people				

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
			of poor workmanship					
		Paving of streets Malat Str, Nxumalo cul-de-sac	Registration of Greater No 2 for the title deeds	Lack of library in this cluster ward				
			Infill houses					
19	**IA Lekoma**	Klaas Moncho and Moroka Str to be paved. Paving of Sello Phiri, Snyman Rankane Str, Peter Thabile, Thabo Moyo. Resurfacing/paving of outstanding portion of Mampunye Str	Upgrading Kammerkies (72 houses) asbestos roofs incl leaking roofs, fixing of falling mud houses, cracked/sub-standard houses SAKA	Revamp of old age home	Upgrading of parks		Toilets Lathi Mabilo Park (SAKA)	
20	**CA Pearce**	All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables All roads in CBD to be maintained Resealing of roads in West End, Kimberley North and Utility Partching of roads in other units in Ward 20. Visible street names S/w drains in West End, Utility and CBD, especially at Big Hole	Replace broken windows at 3 flats in New Park (Tiffany, Holland and Newton Courts). Maintenance as required at flats	Regular removal of dumped rubble in public spaces CBD, thorough cleaning in West End, Utility and New Park Making our CBD safe and installing working CCTV cameras		Lighting in CBD and suburbs	Sewer diversion at flats, replacing pipes for water mains. Repairing sanitation probles at Tiffany, Holland and Newton Courts. Major sanitation problem at Tower Villas - Albertynshof	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
21	**WA van Rooyen**	Rehabilitation and resealing of Hull Str. Upgrade s/w management system in Hull Str and Diamantveld Primary School. Automize and upgrade s/w management at subways	Upgrading of Flamingo Court				Pipe replacement for water mains	
22	**ND Maditse**	Paving of roads, Woodburn, Idutywa, Soga, Lemonwood, Ironwood, Denomthuli, Liphuku, Mokoalane, Thomspon, Magugu, Bonbani, Mohosh, Sneezewood and Witpad Streets	Provision of housing in Greenpoint	Elektra Park - no service delivery	Upgrading of sports ground	Greenpoint, investigation into lighting levels	Provision of basic services in Greenpoint, Point repairs on sewer reticulation	Land for new cemetery
		Extension of s/w canal in Greenpoint			Development of parks in Southridge			
		Maintenance of roads in Southridge and cleaning of s/w drains (Landbou Rd, Britten Close, Smart and Beddome Str - serious need)						
		Elektra Park (Paving of streets)						
23	**PJ Vorster**	Taxi parking bays, move taxi's to industrial area Linking of s/w pipes Visible street names						

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
24	**Sharon Steyn**	All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables All roads in CBD to be maintained Resealing of roads in Carters Glen, Rhodesdene, Lindene and Hadison Park Partching of roads in other units in Ward 24 Visible street names S/w drains in the whole Ward 24 especially in Selous Ave as well as the others in the Ward				Street lights in Ward 24 to be replaced	Upgrading of sewerage pump station - New Hillcrest and Carters Glen Replace missing Sewerage drain covers	
25	**OC Fourie**		Upgrading of flats, Krisant, Hercules, Jonker, and Eureka Courts	Provision of bulk refuse bins at municipal flats Bulk refuse bins at Diamond Park		Highmast ligths Diamond Park	Replace main water line in Dalham Rd, Broadway from Carrington Rd up to Old Cape Town Rd Replace waterline in Central Rd from Carrington Rd up to Old Free State Rd at Phoenix Hotel	
26	**BJ Makhamba**	Construction of V-drains: Shuping, Mokotoi, Moremi, Ratanang, Zepe Str	Rietvale informal settlement	Revamp community hall, pave and lights	Stadium and swimming pool	Electrification of informal settlements	Upgrade of bulk water infrastructure,	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Paving : Motsweding, Moremi, Shuping, Zepe, Kgabang, Morometssi, Kutlwano, Goolam Akharwaray, Ratanang, Matlhaku Zone, Pakes Dikgetsi Str	Rebuilding of Old Phelindaba houses in 3 phases	outside, 100 chairs, 8 tables. Stone guard doors and replace old door			replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services informal areas	
		S/w Management for Ritchie, R	Repairing rooftops of Ikageng houses					
		Paving sidewalk from Ritchie to Modderrive						
27	**N Hammer**	Paving of Fraser Moleketi and other bus & taxi routes, Seeduif, John Humphres, Van Riebeeck and Venus Str.	Riemvasmaak Moving of app 30 in Suiderkruis & Kleindam Str (fountain flooding), Houses to be developed for Rietvale, Houses for app 1000 houses.	Cleaning of illegal dumping sites. Purchase of refuse removal truck, Upgrading and maintenance of community hall (Paving and parking area)	Soccer and netball pitch develop, 3 Parks for Rietvale, Swimming Pool	Electrification of informal settlements	Upgrade of bulk water infrastructure, replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services in Riemvasmaak	Surveying 220 informal structures, 750 erven including complimenting facilities such as business, creche, government office, etc
		Speed bumps for Opperman, Van Riebeeck, Stokroos, Pelikaan Str.						
		Underground s/w drains to river						
28	**Currently vacant**	Upgrade of s/w in St Luke Rd and s/w sloot c/o Pine and Farm Roads	Community Road Settlement	Building of community hall (500 people)		Electrification of Colville and bulk upgrade	Provision of basic services in Community Rd	
		Resurfacing of St Luke, Epsolom and St James Str. Paving of Beta, Gamma, Cecelia, Agatha roads. Repair potholes and cleaning of s/w inlets 10 streets (Maple to Soutbos Str)						

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Paving for pedestrians in Main Rd, St Pauls, Recreation, Pine, Farm and Community Rd Removal of mining dumps in Colville/Floors area to make way for development of houses						
29	**B Springbok**	Paving and resurfacing of streets	Transfer of houses from municipality to owners. Provision of houses in Ivory Park			Electrification of Ivory Park	Provision of basic water services. Upgrading of sewer system in Riverton	
30	**GP Kock**	Completion of main s/w pipeline. Rehabilitation of Lerato Park main road. Paving of streets in Jacksonville with s/w system.	Lerato Park	Lerato Park shacks (sequence and services) Community Hall, Clinic Jacksonville (Indigents, clinic)	Park in Lerato Park and Jacksonville	Electrification of Jacksonville	Upgrade of pump stations. Bulk linking services. Upgrading of sewer outfall main	
31	**BJ Keme**	Upgrading of s/w drain system in Soul City. Resurfacing of roads. Paving of street (One street in Soul City, Ngwenyama, Ixcelishe)	Provision of FLISP housing in Nobengula Str. Provision of housing in Kutlwanong			Electrification of Kutlwanong	Upgrading of sewer pump station. Provision of basic water services. Upgrading of toilet top structure.	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
32	**F Banda**	Paving o Frank Chikane and Gerald Sekoto, Zef Motopheng, Ellen Khuzwayo Str. Upgrading and management of s/w discharge point	Provision of housing at Frans Farm			Electrification of Platfontein	Pipe replacement programme (sewer) with an option of upgrading top structures. Investigate alternate waterborne sewer system for Platfontein	
33	**KM Sebego**	Paving of Kgatlane, Legodi and George Joseph Str Paving of Chris Hani 2 Streets Street names						

3.1.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Status Quo – Budget and Expenditure

Sound financial management deals with the management of financial resources in a manner that supports service delivery, good governance and institutional transformation, whilst at the same time ensuring compliance with the local government legislative framework and its supporting regulations and circulars.

When planning the road ahead for the municipality, it is imperative to analyse and understand the financial situation, trends and forecasts. This will aid in ensuring that the planning objectives are realistic and takes into consideration the funds available. Part of this KPA is also to identify new and innovative strategies to generate revenue as well as optimizing the effectiveness of the current revenue related plans and strategies.

The high cost of purchasing bulk electricity from ESKOM, together with the increasing electricity losses have contributed this. In addition to this, NERSA did not grant the municipality any increase in rates for the 2017/18 financial year. All of the other services' proposed increases are in line with inflation

Table 19: State of the Budget – 2019/20 Tariff increases

SUMMARY SERVICES	DEFICIT	AVERAGE
SEWERAGE SERVICE	4 243 347	6.50%
CLEANSING SERVICE	3 762 229	7.50%
ELECTRICITY SERVICE	78 142 270	11.40%
WATER SERVICE	16 184 082	6.00%
RATES AND GENERAL SERVICE	32 752 084	6.00%
	135 084 012	**8.36%**

The figures below depict the trend in terms of tariff increases over the past 11 years, both on an average basis, and for the rates service specifically.

Chart 21: Average tariff increases

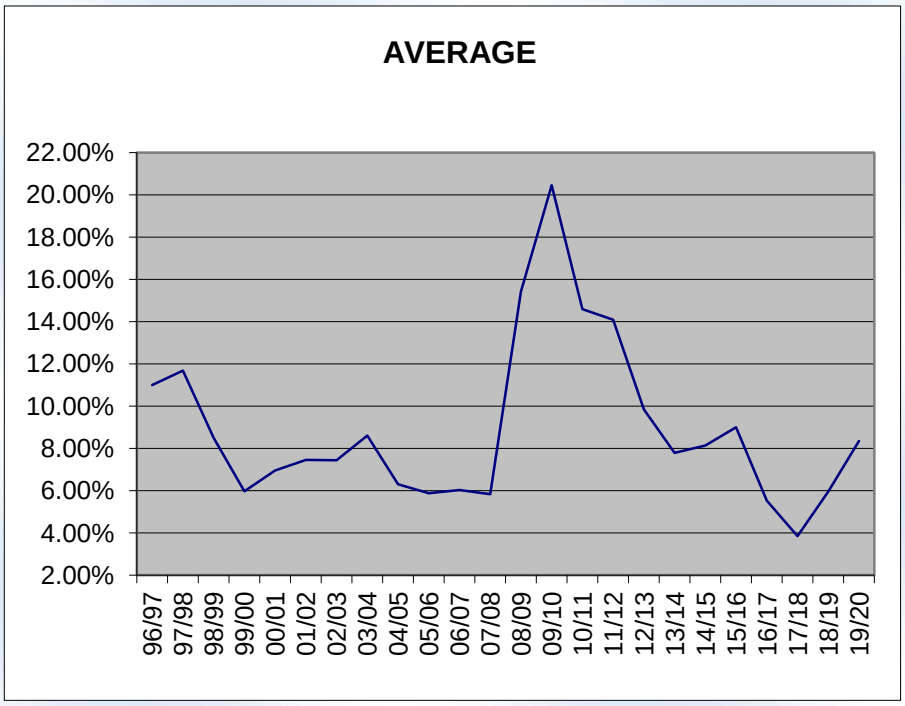
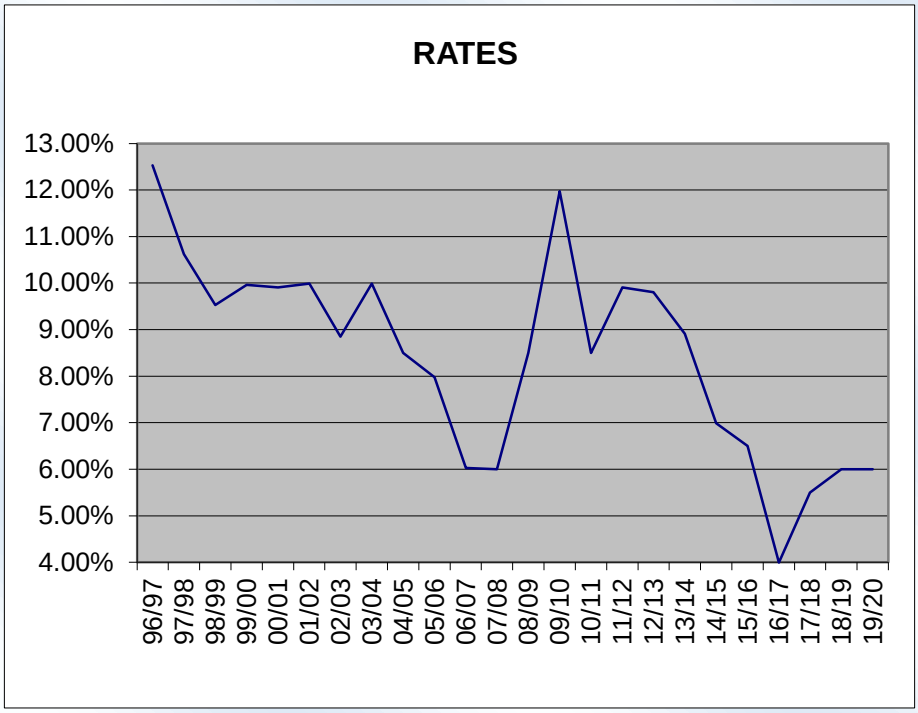


Chart 22: Rates tariff increases



The main cost drivers for the municipality over the past 7 years are shown in the table below:

Table 20: Main cost drivers

Expenditure as a % of Total Expenditure	2013/2014 Audited Outcome	2014/2015 Audited Outcome	2015/2016 Audited Outcome	2016/2017 Audited Outcome	2017/2018 Audited outcome	2018/2019 Adjusted Budget	2019/2020 Budget
Employee costs	35%	32%	39%	35%	37%	36%	35%
Other Materials	4%	10%	8%	7%	7%	7%	7%
Bulk Purchases	27%	27%	28%	27%	27%	30%	28%
Debt impairment	9%	9%	10%	10%	10%	12%	10%

It is clear from the information above that the largest part of operating expenditure relates to employee costs and bulk purchases of water and electricity. These costs are very difficult to reduce or contain and therefore it leaves very little room for leverage within the operating expenditure budget.

Status Quo – revenue

The process of review for the current General Valuation Roll (GVR) has was concluded by the 1st January 2019 and was submitted to the Accounting officer before 31st January 2019, and has since been published for objection processes in February 2019. The new General Valuation Roll will see the increase of valuation for 2019 to R35 447 774 070 from R30 061 766 637 (December 2018) with 53 993 properties (53 227: Sept 2017)

The current valuation roll is completed and the objection process is running with the closing date on 25 March 2019.

Below is a summary of the status of the General valuation roll:

Total number of registered properties as at December 2018: **53 993**

Valuation Modelling Progress: 100 %

Inspections Progress: 100 %

Capturing into valuation modelling: 100 %

Total Progress: 100 %

The G.V. 2019 is completed and lodging of objections has commended.

Submission to the Accounting Officer – 30 January 2019

Chart 23: Current value of G.V. Roll – R 35 447 774 070.00

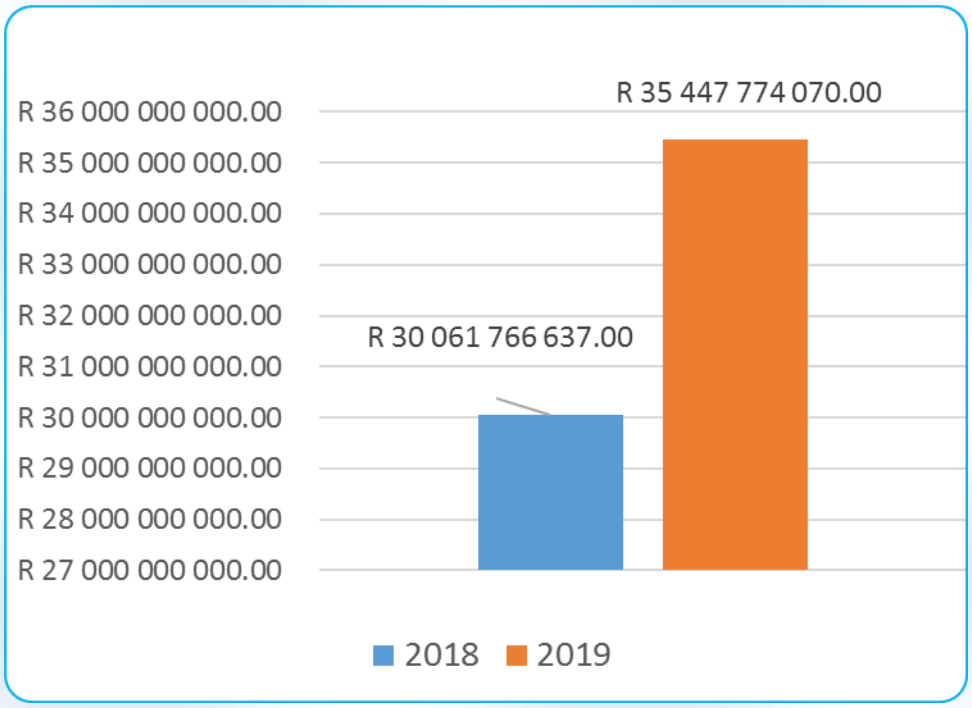
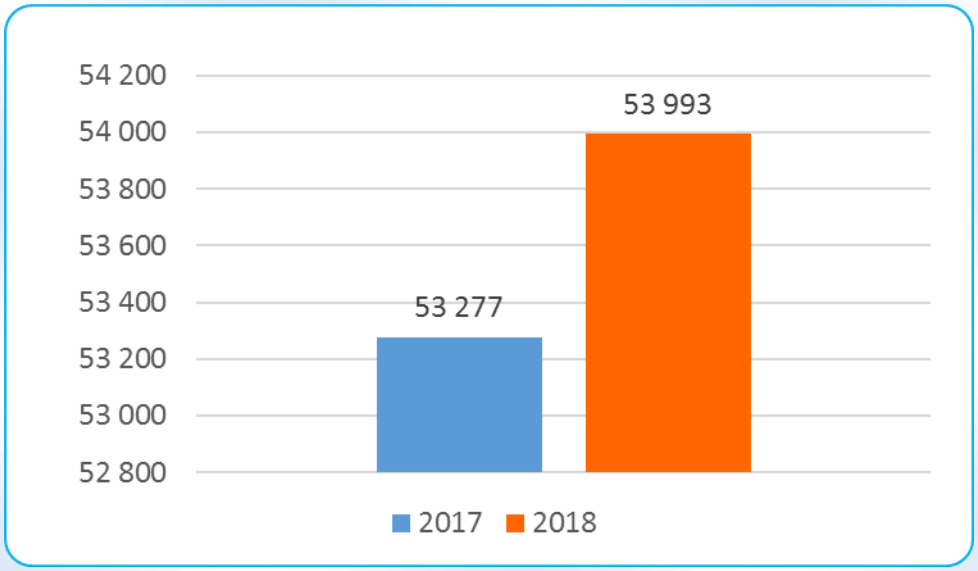
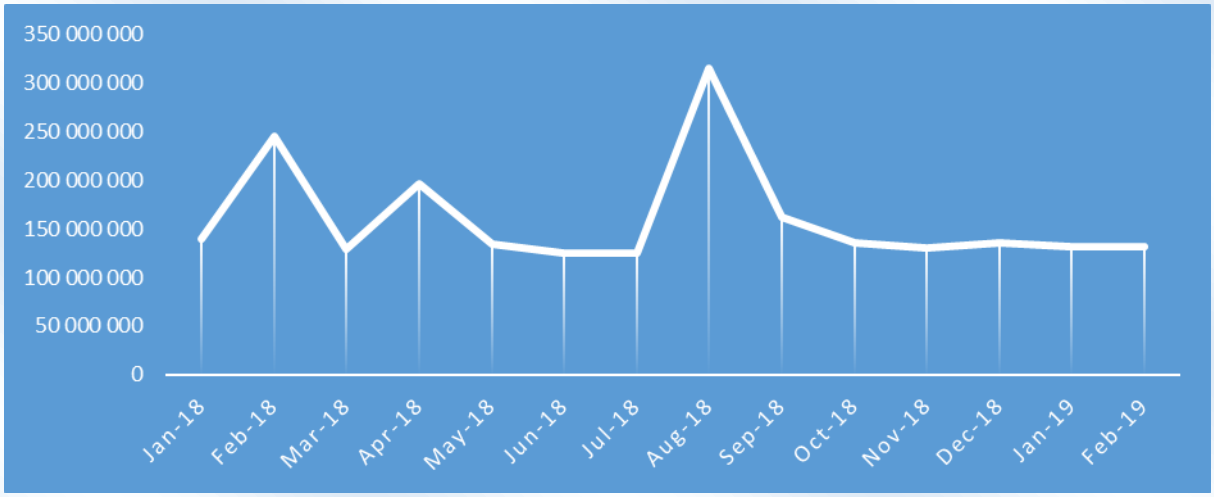


Chart 24: Growth in Number of properties in SPLM



It is further important to understand the trends in terms of billing, and the growth in account holders in order to plan and strategize for the future. The graph below depicts the movement in terms of number of accounts from January 2018 to February 2019:

Chart 25: Billing Trends (2018-2019) Monthly trends



Billing trends are in line with expectation, with a spike during July/August as a result of the annual billings that are done at the beginning of the financial year. It is therefore evident that the growth in debtors cannot be attributed to shortcomings of the billing system or procedures, but rather inability to collect money that has been billed.

Achievements

The municipality was a pilot site for the implementation of the municipal Standard Chart of Accounts (mSCOA) since 2015. The regulated date for final implementation was 1 July 2017. Sol Plaatje Municipality met this deadline and successfully implemented version 6.1 of the mSCOA chart during July 2017. Version 6.2 of mSCOA was implemented in July 2018 and version 6.3 will be implemented from 1 July 2019. All submissions of supporting documents and data was done as per the regulation.

In conjunction with implementation of mSCOA, the municipality also successfully upgraded from the E-Venus financial system to the SOLAR system. This upgrade will enable the municipality to better achieve seamless integration between the core financial system and other systems, as required by the mSCOA regulation.

The municipality has also managed, once again, to produce a budget that was assessed by the National Treasury to be credible and funded.

For the 2017/18 financial year Sol Plaatje municipality received a financially qualified audit report as well as for reporting on predetermined objectives.

New developments that will generate revenue in the form of rates and service charges include:

- Lenmed Hospital – Erf 43769
- Additions to both the North Cape mall and Diamond Pavillion mall – Erf 45831 and 33933
- SPU Building (University) – Erf 879 and 2503
- Goffee Manor (Sectional Title Complex – Theo Paton) – Erf 4459
- Corns Building (Van der Wall $ Partners offices) – Erf 41179
- New Hill Manor (Hillcrest Residential Complex) – Erf 45720 – 45739
- Rhodesdene (New Residential Complex in Jameson Avenue) – Erf 24604
- The Palms – sectional title complex of 75 units – Erf 47963

Improved debt collection practices

Following the shortfall in revenue and concomitant cash flows early during the financial year due to resistance to R260 electricity basic charges on residential account holders, the municipality embarked on an improved method to implement the credit control policy to all categories of customers including Organs of State, resulting in a collection rate of 81.6% (Dec 2018) bringing municipality closer to realize its intended debt collection rate of 89.4%

Challenges

There are many factors that impact on this KPA, both directly and indirectly. These factors can be broadly divided into internal and external factors.

Internal factors that affect the financial sustainability of the municipality negatively include:

- Non-compliance with policies
- Municipal tariffs are perceived by the public to be too expensive and not competitive, not cost reflective
- Public perception that SPLM does not offer fair value for the cost of tariffs and taxes
- Rental charges are not market related
- Penalties do not deter transgression
- Incentives offered are not sufficient to attract the required investment.
- Project planning and project management need to be improved. Poor spending on grant funded projects may lead to a reduction in grant funding for future years. The trend of underspending, specifically during the first 6 months of the financial year,

should be curbed. Furthermore, additional or unplanned spending towards the end of a particular project causes unnecessary budgetary constraints.

External factors that play a role are described below:

- The biggest challenge this KPA faces remain the growth in debtors. This is largely attributable to the economic climate, the high unemployment rate and the consequential mushrooming of informal settlements. People are finding it increasingly difficult to settle their municipal bills.

- The rising costs of distribution and supply of electricity impacts negatively on the electricity tariffs. Increases applied for are not always approved by NERSA, placing even more strain on the already overstretched budget.
- Another stumbling block to financial sustainability is the unfunded mandates carried by the municipality, e.g. health services, library services and resorts. These services cost the municipality a significant amount of money, without any external funding being received. In addition to this the commission received from the Department of Transport as compensation for handling some of the vehicle licensing and registration function, are also to be forgone as the Department of Transport plans to take back that function. It is still unclear what the strategy around the municipal staff employed specifically for that function would be.

Mitigation Strategies

In an effort to address the factors mentioned above, a shared understanding and appreciation of the importance of Revenue, Expenditure and Budget Management needs to be created. The community does not have an unlimited supply of money and they deserve to be given the best service possible at the most cost effective prices. Revenue collection as an administrative function belongs to Finance. Revenue management and collection as a principle and lifeline of the community by way of provision of services is every person's reasonability. Two-way communication between the Municipality and its community is imperative. The municipality should strive to create pride in the city through education and campaigns. Children should know that it is their city.

Estimated readings for water and electricity should be kept to a minimum. This will promote accuracy of billing. 100 Percent billing coverage is the aim. Stringent measures should be

implemented when payments are not received and no arrangements were made. These measures should be consistently applied throughout the financial year.

Various avenues of obtaining readings should be possible. This includes automated readings, own readings, and prepayment metering. Access to account information can be made easier, with online account information (static and interactive).

Contents of existing policies and by-laws should be reviewed to determine the relevance and applicability thereof. Interpretation of provisions in policies and by-laws should also be reviewed and clarity provided where required. In doing so, existing sources of revenue will be optimized (including advertising and rental income).

In terms of tariff determination, the following key principles should continue to be applied:

- ✓ Transparency
- ✓ Efficiency
- ✓ Uniformity
- ✓ Parity

The following important considerations must be made in addition to the policy criteria and guidelines when considering tariffs and charges:

- What do we want the city to look like in 100 years?
- What do we want the city to be best known for: *Towards a leading and modern City*?
- What are the most pressing and immediate needs for the community?

Development of cycles of aggressive competitiveness, business and other sector maintenance, community relief, growth and development is key. The municipality should improve fluidity to maximize opportunity.

New sources of revenue that may be explored:

- ✓ Small Scale Embedded Electricity Generators (SSEG's). This involves the municipality buying excess energy from these electricity generators at a price lower than the ESKOM tariff.
- ✓ Independent Power Producers (IPP's): Similar to the above scenario, but on a larger scale. This may be more cumbersome as the IPP'S are more closely regulated.
- ✓ Land Development/Sales Partnerships should be encouraged
- ✓ Advertising income optimized

- ✓ Landfill Site – the upgrade of the landfill site will enable the municipality to develop charges for dumping of certain material.
- ✓ Purified Effluent can be sold to mining companies.
- ✓ Environmental Incentives and Partnerships

It is further important to look at the current IT Infrastructure, as a business enabler for the whole municipality, and ensure that it is capacitated through IT Capital Projects. The municipality should leverage off current system agreements to ensure that all functionalities that are available from these systems are optimally utilized, include for better information security capabilities, and promote efficient and effective service delivery before purchasing any additional systems.

3.1.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Status Quo

Institutional development and transformation focuses on the provision of strategic managerial leadership of the integrated business, transformation, development strategies and plans for the organisation.it provides the framework within which the municipality must function, the collaborative development thereof, inclusive corporate strategies. Objectives under this key performance area must ensure effective and appropriate use of organisational intelligence and information for strategic purposes for operational, planning purposes and enable reporting and compliance with the local government legislative framework.
It is also focusing on strategies aimed at building capacity for excellent performance and service delivery through developing and implementing sound recruitment policies and effective performance management framework. It aims at fostering synergies between various departments by developing workflows, clear job descriptions and organisational structure aimed at mobilising human capital that will match the organisational mission and vision and improve existing capital.

The Mission and Values that will guide the municipality over the five year term, as captured in the IDP:
Togetherness: there is no separation between Sol Plaatje municipality and community, we are intertwined.
Certainty: There is a clear plan of reaching out to every community in Sol Plaatje municipal area.
Availability: The services are available at different levels, everywhere.

Responsiveness: We will be innovative and embrace technology as means of communication
Appreciative: We are best placed in Sol Plaatje, and we choose to be here.
Relentlessness: We work, we serve, we do our best.
Legacy: We create heritage through legacy.
Ethical work: We will work in an ethical manner to be efficient, effective and ensure value for money.
Respect: We are family.

These values provide the backdrop for the approach to Human Resource's contribution to the achievement of municipal strategic objectives in the medium to long term. The Human Resource function of the Municipality must therefore be capable to perform its strategic human resource function and not only personnel management. As of November 2018, Sol Plaatje had a total of 2503 employees including:

- 1489 permanent employees
- 489 contract employees
- 130 interns
- 65 councilors
- 330 ward committee members

The approved organisational structure of the municipality provides for 2701 posts (excluding ward committee members and ad hoc contract workers. The rest of the vacant positions are not budgeted for. SPLM currently employs 0.7% of SPLM population, and could potentially employ 1% of the population in future.

In particular, key changes required in the management of Human Resources at SPLM include:

- A properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.
- A Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).
- A Consequence Management Plan – The municipality is implementing consequence management as provided for in the Collective Agreement on disciplinary action. Cases of misconduct are processed as advised/requested by various departments.

Achievements

The nature of this KPA is largely driven by strategy, policy and legislation. It includes indicators such the submission of the IDP and SDBIP documents, conducting of bi-annual performance assessments, and compliance with equity employment targets within the legislated timeframes. Performance assessments for the Municipal Manager and Managers reporting directly to the Municipal Manager was not done due political instability in the organisation. A new date has been secured with the Service Provider as well as the Executive Directors for completing the annual (2017/2018) and mid-year (2018/2019) performance assessments.

Challenges

Many of the challenges faced by this directorate overlap with those already mentioned, including the economic climate, high unemployment rate and budget constraints. Internally, a lack of adequate strategic planning/direction may impact negatively on this KPA. An improvement in policy development is required. Leadership should collective.

Mitigation Strategies

The approved organogram should be analysed and reviewed to ensure that it is as efficient and service delivery orientated as possible. Research should be conducted with regards to organizational restructuring in order to achieve mentioned objectives e.g. where certain departments are overstaffed, these employees should be re-trained/re-skilled to fill critical vacancies in other departments where possible. Open discussions in this regard must be held with the Labour Forums. Centralising the training budget to the Human Resources department will also assist in fast tracking skills development and training of staff.

The SPLM HR plan aims to align its Human Resources with the Municipal requirements by acquiring, developing and retaining the right staff with competencies that support SPLMs IDP objectives and creating a Human Resource framework that promotes efficiency and productivity.

In particular, key changes required in the management of Human Resources at SPLM include:

- A properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.

- A Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).

Another critical HR deliverable is a culture change programme to reinvigorate the organization, establish a new code of conduct at all levels and positively enhance the profile of the municipality.

The present Individual Performance Management System (IPMS) must be fully institutionalized to all levels of staff and a Reward and Recognition Policy must be completed to ensure proper buy-in into the IPMS. A process to prepare Standard Operational Procedures for all functions should also be prioritized.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

In order to achieve the strategic objectives, set out for this KPA, it is imperative to look at the information technology support systems and functionalities required for this department to function optimally. Currently a number of tasks are still performed manually (paper-based). Modernisation in these areas should be prioritised.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

In order to achieve the strategic objectives, set out for this KPA, it is imperative to look at the information technology support systems and functionalities required for this department to function optimally. Currently a number of tasks are still performed manually (paper-based). Modernisation in these areas should be prioritised.

3.1.5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Status Quo

Accountability is a fundamental requirement of good governance, Municipalities have an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.

Good governance is also transparent, as it must enable people to follow and understand the decision making process, the information utilised to arrive at the decision, the advice received and consideration of the legal framework. Good governance is also responsive, and this is in line with the motto of the municipality of “We Serve”. According to the Back to Basics Programme good governance is at the heart of the effective functioning of municipalities. SPLM must therefore ensure that good governance is prioritised. This lies within the responsibility sphere of the political component of the Municipality and it will be constantly monitored and evaluated on its ability to carry out the following basics:

- The holding of Council meetings as legislated.
- The functionality of oversight structures, S79 committees, audit committees and District IGR Forums.
- The existence and efficiency of anti-corruption measures.
- The extent to which there is compliance with legislation and the enforcement of by-laws.
- The rate of service delivery protests and approaches to address them.

Public participation is another essential component of good governance namely, putting people first. Measures need to be taken to ensure that the Municipality engages with communities.
The Municipality must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

Achievements

In terms of achievement within this KPA, the following should be mentioned:

- The required number of ward committees have been established and are functional post the 2016 elections.
- Effective public participation programmes are conducted by Council.
- Functioning of council and committees is optimal.
- The audit opinion regress from an unqualified to a qualified opinion in 2017/18.on both financial statements and reporting on predetermined objectives. Compliance findings in all areas have reduced significantly.
- No claims of tender violations were in the past two years.
- National Treasury considers SPLM amongst better performing municipalities in the country (eg budget funded, reliable and credible)
- SPLM is also amongst more financially viable municipalities in South Africa
- General compliance on decision making processes and technical compliance matters is high in all sectors such as SCM, Financial Management, HRM, Town Planning, contracts management, safety procedures, conditional grants etc
- Reporting requirements strictly adhered to.
- The Budget, IDP, SDBIP, and financial statements are prepared and tabled timeously without exception.
- Health and safety compliance have improved.

Challenges

According to literature on identification of the developmental state, there are few challenges that every society, especially the developing economies, are faced with in accomplishment of good governance: they are weak institutions, lack of participation and democratization, lack of social etc.

In the developing countries, institutions concerning fined property rights, formal contacts and guarantees and enforcement rules are weak— either too weak or too predatory in their demands. This being so, to achieve good governance becomes difficult. Attributes of goods and services have to be clearly measured for proper exchange to take place and property rights enforced. All these activities have costs, which can be reduced only when these institutions are effective.

In fact, good governance is significantly related to issues of participation and democratization. For the people dependent on local resources, democracy means participation in managing them.

But in the face of the emergence of worldwide markets, the efficacy of local community tends to be destroyed and they seem to be powerless in facing new challenges. These local communities need to be strengthened to at least manage local resources and local affairs.

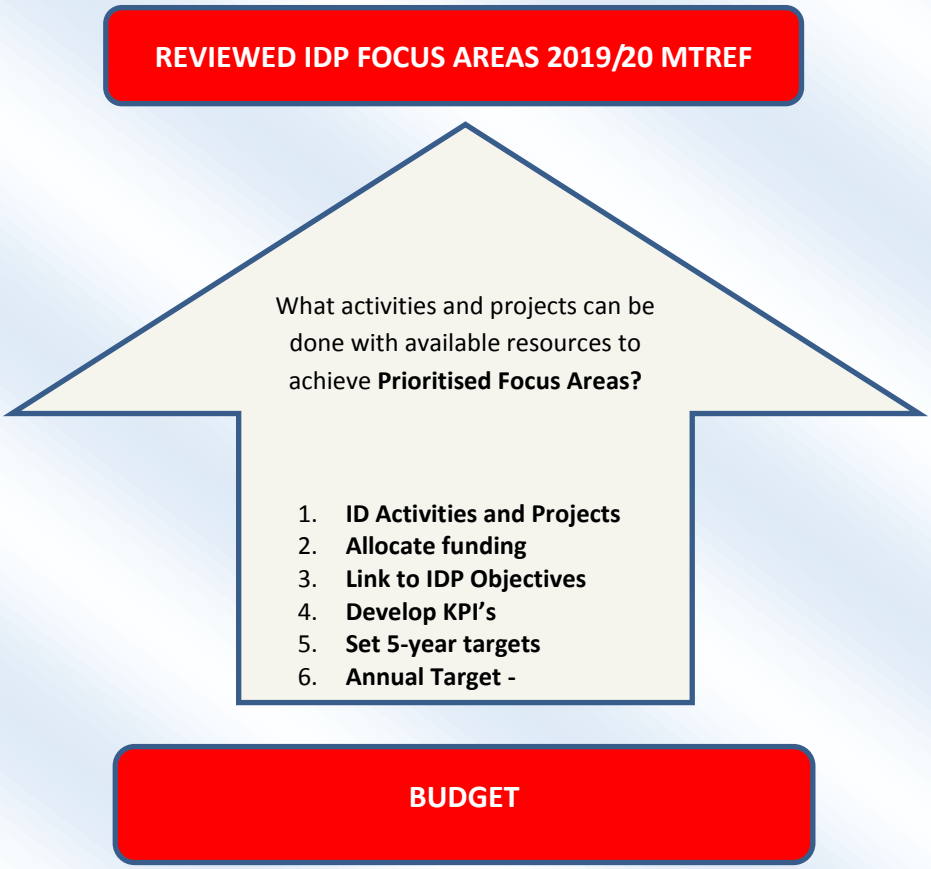
Other than weak institutions and absence of participation and democratization, lack of social capital poses a major challenge to approaching good governance. Social capital is viewed as emerging from the collection of norms, belief, attitudes and practices that govern relationship between individuals and groups in a society. It is the social capital that fosters trust in societies, and the societies that are marked by trust are industrialized and economically developed. The performance in the KPA is largely dependent on all other areas and departments in the municipality, as it is a collective effort to achieve fair and transparent processes and decision-making. Specifically, the KPA “municipal institutional development and transformation” directly impact on the area of good governance and therefore the challenges mentioned there may be replicated in the KPA of Good Governance.

Mitigation Strategies

SPLM needs to operationalize the above Strategic Development Agenda. This is achieved by prioritizing the IDP Objectives and the activities to achieve them as outlined above and to ensure that the resource allocation of the Municipality over the remaining period of this IDP cycle addresses these priorities. It is also important that it must be possible to monitor and measure whether this is in fact happening. This will only be possible if realistic Key Performance Indicators and Targets are developed for each IDP Objective. The operational resources are contained in the Operational Budget of the 2019/20 MTREF. Some of the line items in the Operational Budget need to address the IDP priorities indicated above – especially in light of the B2B programme as not all priorities relate to the capital programme.

Projects and activities must now be identified to address the key focus areas discussed above and must be resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:

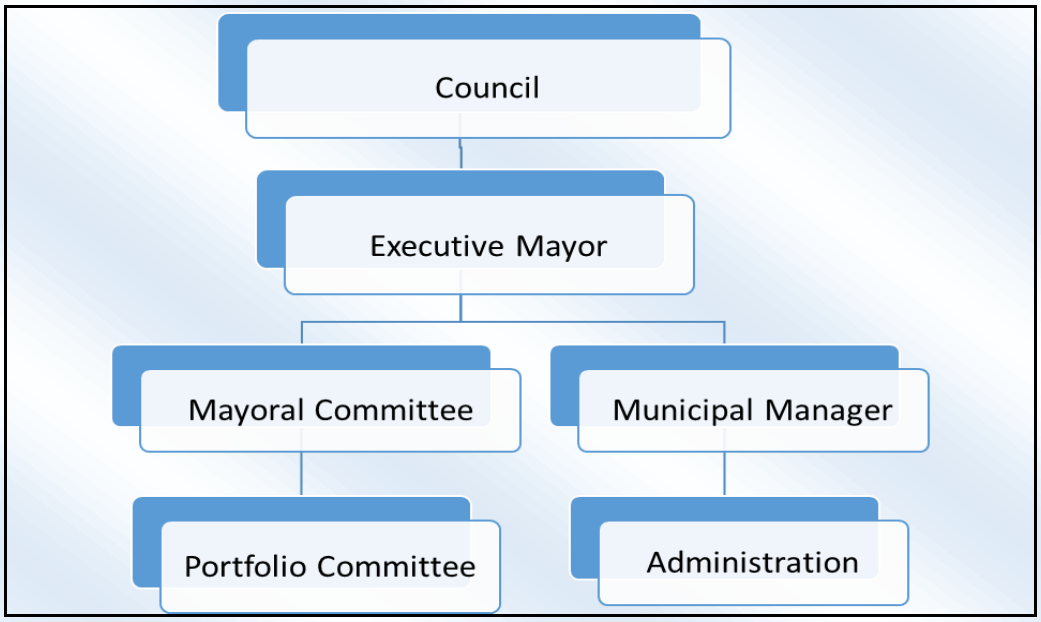
Figure 4: IDP/Budget/SDBIP Process


REVIEWED IDP FOCUS AREAS 2019/20 MTREF
What activities and projects can be done with available resources to achieve **Prioritised Focus Areas?**
1. **ID Activities and Projects**
2. **Allocate funding**
3. **Link to IDP Objectives**
4. **Develop KPI's**
5. **Set 5-year targets**
6. **Annual Target -**
BUDGET

3.2 GOVERNANCE FRAMEWORK

The Sol Plaatje Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as specified by the Local Government: Municipal Demarcation Act 117 of 1998. It consists of the political segment, an administrative component and the community. Sol Plaatje Municipality is a category C Municipality. It has an Executive Mayoral System combined with a ward participatory system. After local government elections in 2016, a 66 member council was elected. There are 33 ward councilors and 33 proportional representatives nominated to council from the list of respective parties.

Figure 5: Governance Structure



Roles and responsibilities of political structures

The roles and responsibilities of the political structures and political office bearers are stipulated in section 53 of the Municipal Systems Act. The roles of the Council,

Executive Mayoral Committee and the Executive Mayor are summarised in the table below:

Table 21: Roles and responsibilities of political structures

Council	Executive Mayor	Mayoral Committee
Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights. Is a tax authority that may raise property taxes and service levies	Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee. Is the social and ceremonial head of the Municipality Must identify the needs of the Municipality and must evaluate progress against key performance indicators.	Its members are appointed by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee.
Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers. Individual councillors or officials; can delegate responsibilities and duties for the purposes of fast and effective decision making. Must strive towards the constitutional objects of local government. Must consult the community with respect to local government matters. Is the only decision maker on non-delegated matters such as the approval of the IDP and budget.	Is the defender of the public's right to be heard Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters. Performs the duties and exercises the responsibilities delegated to her by the council.	Its functional responsibility is linked to that of the Executive Mayor to the extent that she must operate together with the members of the mayoral committee. Its primary task is to assist the Executive Mayor in the execution of her powers – it is in fact an extension of the office of Executive Mayor. The committee has no powers on its own, decision making remains that of the Executive Mayor.

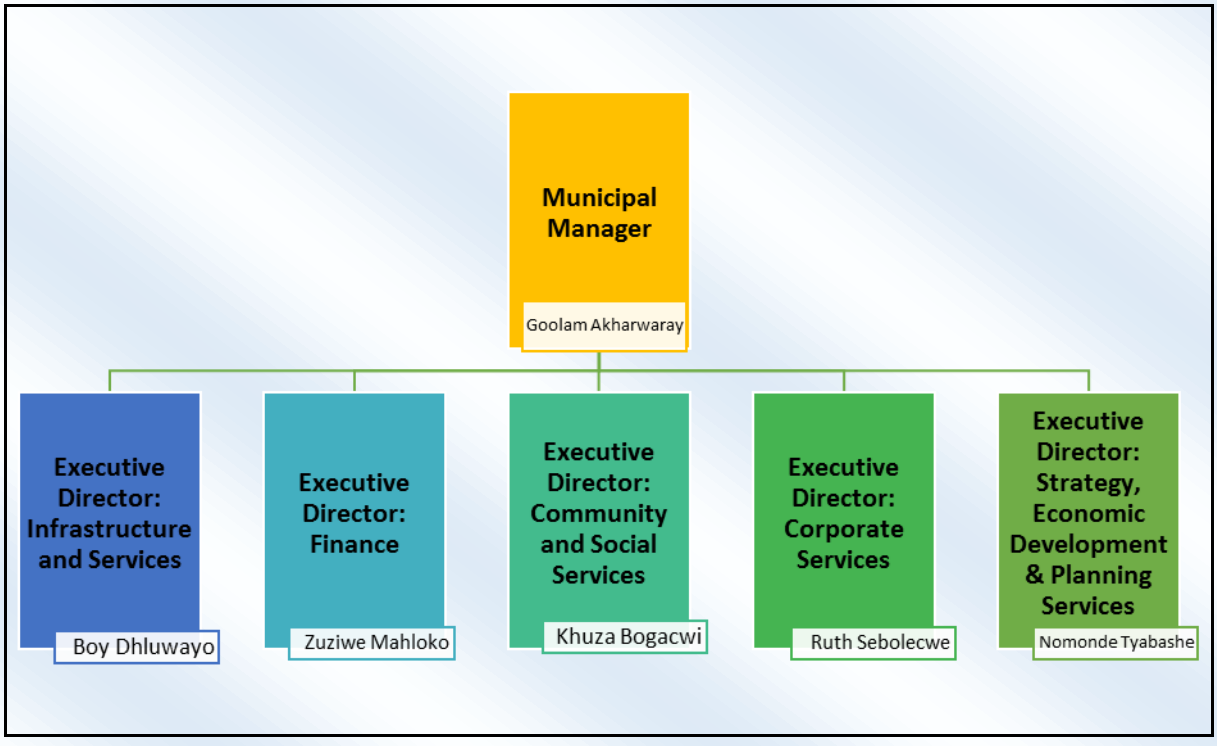
The political structure and composition is based on the Executive Mayoral Committee (MayCo) system. The Mayoral Committee reports to the Municipal Council whose duties are defined so as to ensure proper decision making and appropriate allocation of funds. The Council must adhere to the Protocol of Corporate Governance in the Public Sector (1997) and a host of relevant legislation.

The MAYCO is appointed by the Executive Mayor. It exercises powers, functions and duties designated to it by the Executive Mayor and Council. These powers, functions and duties are performed and exercised by the Executive Mayor, Ald SP Mabilo together with the members of the MAYCO as follows.

Executive management structure

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council. He is responsible for the implementation of the IDP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by executive managers appointed in terms of Section 57 of the MSA. The Development Priorities of the municipality as contained in the IDP cannot be achieved without people (human resources) and therefore the effective management of human resources makes a vital contribution to achieving these goals. The Sol Plaatje Municipality, through its salary budget, human resource management policies, practices, systems, etc. recognizes that its employees are central in realizing the vision and mission of the organization. There is, therefore, close alignment between the way in which the administration is structured and resourced through its operational and salaries budget, the IDP objectives and the performance targets of the municipality.

Figure 6: Governance Structure



As such, there has to be a focus on building strong municipal administrative systems and processes. This includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for councillors and municipal officials so that they are

able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

- Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure and Services, Corporate Services, Community and Social Development Services and Strategy, Economic Development and Planning) are filled by competent and qualified people.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimise disputes and disruptions.
- Importance of establishing resilient systems such as billing.

The Municipality is attending to most of the above issues – albeit in an ad-hoc manner. These activities and actions should be done in a more integrated manner. It is therefore important that these issues should be incorporated in the IDP Objectives. SPLM is reporting on the B2B programme via provincial COGHSTA and therefore these issues should also form part of the SDBIP's KPI's and targets – this will result in attending to these issues continuously and in a more integrated manner – rather than only attending to these issues on a quarterly basis when reports are due.

3.2.1 LOCAL GOVERNMENT MANAGEMENT IMPROVEMENT MODEL

Linked to the above is the Local Government Management Improvement Model. The LGMIM assesses compliance and quality of management practices of municipalities. It serves two important purposes, namely, learning or improvement, and accountability. It also provides a holistic or integrated picture of the state of management practices within municipalities. Municipalities can then be benchmarked against each other and best practices can be exchanged in order to enhance local government in general.

The LGMIM does not include an assessment of actual deliverables against planned deliverables and it does not assess the performance of individual officials. It is therefore not a performance management system but measures the Municipality's compliance and management practices within the following key performance areas:

- Integrated Planning and Implementation
- Service delivery
- Human Resource Management
- Financial Management

- Community Engagement
- Governance

The LGMIM also does not duplicate existing legal, regulatory and prescribed best practices. It draws these together into a single coherent framework.

CHAPTER 4: INTEGRATION OF THE IDP

4.1 LINKAGE OF THE IDP TO OTHER STRATEGIC DOCUMENTS

It should be emphasized that the IDP was not developed in isolation. National plans, goals and frameworks were considered as follows:

4.1.1 Sustainable Development Goals (SDGs)

These goals are aimed at ending poverty, fighting inequality and injustice, and tackling climate change by 2030. Goal eleven of the seventeen SDG's is: "Making cities and human settlements inclusive, safe, resilient and sustainable" which is a specific focus area for SPM during this IDP cycle.

4.1.2 African Union Agenda 2063

This agenda recognises that: "Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life such as, water, sanitation, energy, public transport and ICT." One of Agenda 2063's key objectives is to: "Provide opportunities for all Africans to have decent and affordable housing in clean, secure and well planned environments."

4.1.3 National Development Plan (NDP)

The NDP challenges all, "to rethink the urban to face the future challenges" and to "grapple with this task and deal intelligently with social exclusion, environmental threats, economic inefficiencies, logistical bottlenecks, urban insecurity, decaying infrastructure and the impacts of new technologies." The National Development Plan envisages a future in which, "we have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential. We are proud to be a community that cares." It also envisages a future in which, "Our homes, neighbourhoods, villages, towns and cities are safe and filled with laughter." Our future is clearly an urban future, an urban future inextricably linked to our rural future.

The NDP recognises that, “while the fundamental reshaping of the colonial and apartheid geography may take decades, by 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.” However, for this to happen, the NDP says the country must do three things:

1. Clarify and relentlessly pursue a national vision for spatial development;
2. Sharpen the instruments for achieving this vision;
3. Build the required capabilities in the state and among citizens.

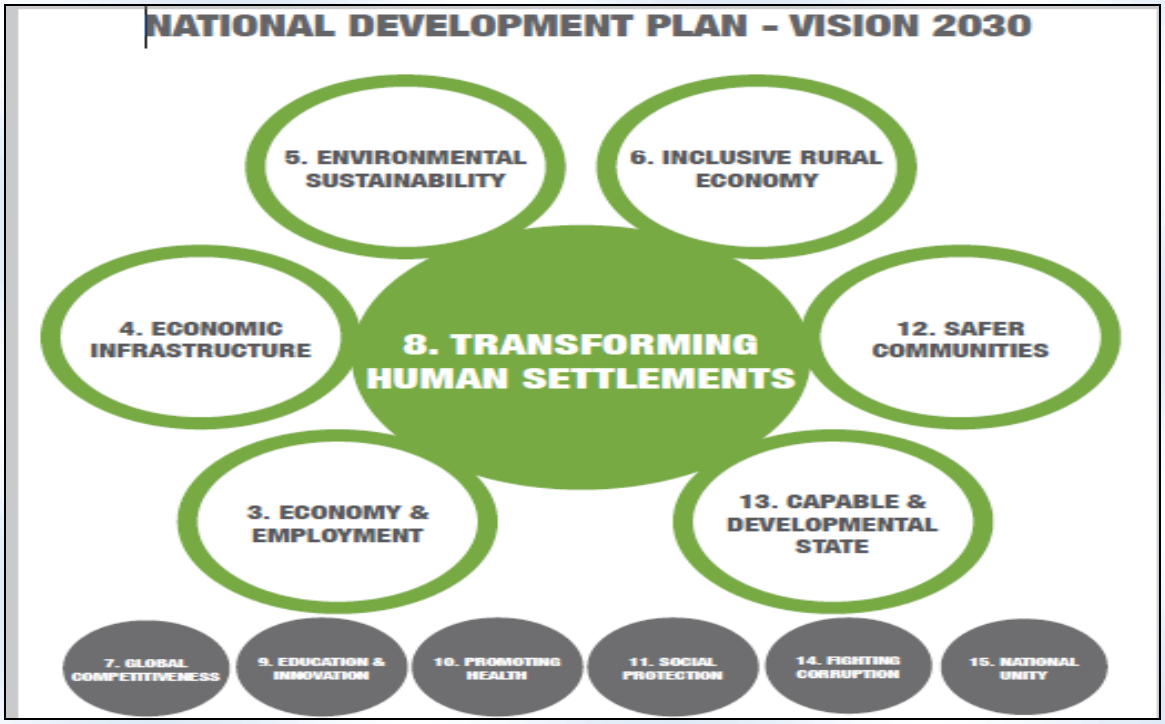
In the spirit of the National Planning Commission’s “National Development Plan - Vision 2030”, stronger social partnerships between government, organised labour, organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces.

Government has therefore developed a range of intervention approaches to support and guide action on growth and development. The two most important of these documents, at present, in relation to local government are:

National Development Plan is about both growth and redistribution and there are many aspects to this transformation challenge:

How we utilise land and our mineral resources,
How we organise transport, energy and communication networks,
How we manage cities and local government,
How we improve education and health services,
How we reform our social security and welfare services,
How we broaden ownership and enterprise development, and
How we engage with Africa and the rest of the world.

Figure 7: The National Development Plan – Vision 2030



Although municipalities can also contribute to most of the above themes it is in the areas of managing cities and local government where it plays its specific role in contributing towards the NDP.

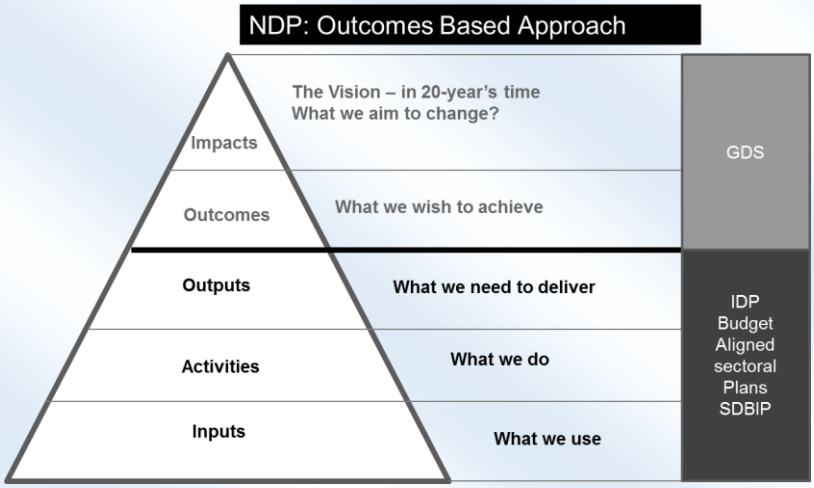
However, the National Development Plan (NDP) – Vision 2030 has been given greater emphasis as the point of departure for all spheres of Government in terms of planning and budgeting for next 20 to 30 years. The Plan includes integrated strategies for accelerating growth, eliminating poverty and reducing inequality. The NDP further emphasises lowering the cost of living for households and reducing the cost of doing business, especially for small and emerging enterprises.

In light of the above and for SPLM to contribute towards the vision of the NDP it needs to, as a priority, embark on a process to develop a Growth and Development Strategy with a long term (30 year) planning horizon.

At present the long term planning framework of the Municipality is fragmented and to a large extent incoherent which complicates development decision making and management due to its sectoral (silo) approach. A variety of plans and frameworks exist but the integration and alignment of these plans and frameworks are weak and outdated. It is for this reason that a service provider has been appointed to work with SPLM in reviewing the existing sector plans,

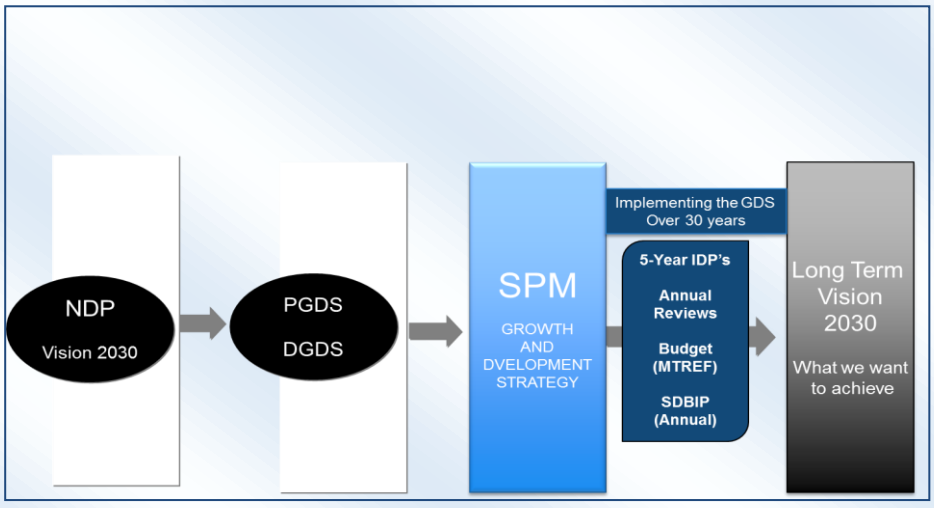
developing plans where no existing plans are in place. National Treasury has appointed consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.

Figure 8: NDP Outcomes Based Approach



At present there exist a "gap" in the SPLM's planning hierarchy in the sense that from a long-term planning perspective on national, provincial and district level the SPLM is forced to align its planning with these documents on a "medium-term" perspective instead of a long-term perspective such as the GDS. The municipality is currently in the process, together with a service provider, to update and align the existing sectors plans. After this process has been complete the development of a growth and development strategy will be prioritized. In the illustration below this "gap" is filled with the SPLM GDS which will then feed into the 5-year IDP's.

Figure 9: The GDS in the Planning (IDP) and Budgeting Context



The illustration above indicates how this process will unfold to ensure:

1. Proper alignment to national provincial and district long-term plans and policies.
2. Alignment and linkage between all sectoral issues such as the space-economy (SDF and LED Strategy), municipal infrastructure investment (MIIF), municipal financial management and sustainability (financial plan) and municipal institutional development (institutional plan).
3. Transformation of the current development policy framework into one that is integrated, coherent, strategic and user friendly.
4. In-depth collaboration and consultation with all relevant stakeholders to ensure a common vision and understanding of the future growth and development path of SPLM.
5. An implementation framework with key projects and activities linked to programmes and projects and main activities – with funding alternatives - that will be integrated with the municipal 5-year IDP and Budget cycles.

4.1.4 Back to Basics programme

The National Development Plan makes it clear that meeting the development and transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialize.

The goal of the B2B Programme is to improve the functioning of municipalities to better serve communities by getting the basics right.

Municipalities must therefore:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to
- Water and sanitation.
- Human Settlements.
- Electricity.
- Waste Management.
- Roads.
- Public Transportation.

Ensure the provision of Free Basic Services and the maintenance of Indigent register

4.1.5 Integrated Urban Development Framework (IUDF)

This framework, adopted by Cabinet in April 2016, marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Its overall outcome is spatial transformation. The IUDF builds on the National Development Perspective conception of spatial transformation and advocates that the elements of urban structure, namely land, jobs, housing and transport

should be used to promote urban restructuring. SPLM is a pilot for this framework, and as such, the strategic objectives are directly aligned to the principles set out in the IUDF.

The IUDF is guided by the four principles set out in the NDP: spatial justice, spatial sustainability, spatial quality, spatial efficiency, and spatial resilience. To achieve this transformative vision, the IUDF introduces four overall strategic goals:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Inclusive Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The end goal is to strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

To accelerate progress in respect of the spatial transformation of cities more urgently and assertively, and to address the stubborn persistence of spatial patterns enforced in the apartheid years, a key instrument is pursuing coherent and integrated planning supported by strategic investments in infrastructure.

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.

- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

. **4.1.6 Provincial and District Strategies**

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.
- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

CHAPTER 5: SECTORAL PLANS

5.1 EXISTING SECTORAL PLANS AND THE RELEVANCE THEREOF

It is also important to ensure the sectoral alignment as mentioned above. At present SPLM has a range of sectoral plans (see table below) which at this stage is to a large extend fragmented, incoherent and outdated. This complicates planning, decision making and management. The process of reviewing and establishing the required sector plans has already commenced, with the assistance of appointed professionals.

It should further be noted that a loan of R50 million has been approved by the Council two years ago. Once the process of review of the relevant sector plans has been concluded,

projects to be funded through the loan can be identified and the legislative process can continue.

Table 24: Existing Sectoral Plans

Sector Plan	Contribution to IDP Objectives	Status
Spatial Development Framework (SDF) and aligned Land Use Management System (LUMS)	The SDF sets out the objectives for the desired spatial form of the municipal area. It also contains strategies relating to the desired pattern of land use. It also addresses spatial reconstruction and provides strategic guidance for the location and nature of future development in the Municipality. It contains a strategic assessment of the environmental impact of the SDF and identifies programs and projects for the development of land within the municipality. The SDF also sets guidelines for a land use management system. While the SDF deals with spatial policy issues the Land Use Management Scheme 2008 (LUMS) gives effect to these policies and can be seen as the implementation tool of the SDF. The LUMS consist of a set of Zoning Plans which indicate the specific use allowed on the land parcel. The LUMS will be reviewed after completion of the reviewed SDF.	An SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a The LUMS which was published in June 2012 and became fully operational in July 2012. The SDF is currently under review and this review is envisaged to be completed by 30 June 2018.
LED Strategy	The LED Strategy was prepared to investigate the options and opportunities available to broaden the local economic base of Sol Plaatje in order to address the creation of employment opportunities and the resultant positive spin-off effects throughout the local economy. Poverty and lack of economic development are two indicators of the sub-optimal functioning and operation of a development system, creating a poverty trap with a range of developmental and social problems. The creation of an economic base through the LED Strategy is deemed critical, since the local economy of Sol Plaatje is largely dependent on a select few sectors such as community services, mining and retail for the generation of production and employment opportunities. The local economy is very vulnerable with respect to any shock (contraction or change) within these	A LED Strategy was adopted by Council in 2009 and is due for a review. The LED strategy review forms part of the scope of work to be performed by the appointed service provider, V3 consulting Engineers.

Sector Plan	Contribution to IDP Objectives	Status
	sectors, which could have a devastating effect on local communities in terms of job losses. This phenomenon is already evident within the Mining Sector as many mineworkers in the study area and the Province as a whole, have over the last few years, experienced retrenchments and job losses. It should be noted that strategy formulation is regarded as a process and this process can be applied to initiate economic development and inform the establishment of economic development partnerships between the local municipality, the community as well as the private sector. The strategy should not be regarded as an end in itself, but rather as a dynamic and pro-active tool to be used by the municipality to promote regeneration and economic development.	
Integrated Transport Plan (ITP)		Council adopted its ITP in October 2006. This plan is now due for review especially in relation to the "Space-economic Strategy". The roads and storm water master plans are currently under review. Only after this review has been completed, the integrated Transport Plan can be updated.
Water Services Development Plan (WSDP)	The Water Services Act, 1997 (Act 108 of 1997) requires municipalities which have been authorized to render the water services provision function (Water Services Authorities) to: 1. draft a Water Services Development Plan as part of their IDP process 2. elicit comments on draft WSDP 3. consider and report consideration of comments 4. finalize and adopt the WSDP 5. supply copies to DWS, CoGTA & neigbouring WSA's 6. incorporate the WSDP into the IDP 7. report on the implementation of the WSDP every year	SPLM in the process to prepare a WSDP in accordance with the new Guideline framework of DWA. DWA is also in the process to review IDP assessment framework in consultation with CoGTA to align with WSDP Guide Framework.

Sector Plan	Contribution to IDP Objectives	Status
Disaster Management Plan (DMP)	The Disaster Management Act (No 57 of 2002) emphasis four main objectives, to be executed by all municipalities, namely; o The compilation of a Disaster Management Framework (DMF). o The execution of comprehensive disaster hazard, vulnerability and risk assessment. o The compilation of disaster management plans. o Establishment of a Disaster Management Centre. These four objectives aim to help formulate and implement appropriate disaster risk reduction strategies The Disaster Management Plan guides all role players on how to proactively manage disasters, respond to disasters and recover from disasters.	The Disaster Management Plan was adopted by Council in August 2008. This plan is currently under review and the review is aimed to complete by 30 June 2018.
Integrated Waste Management Plan (IWMP)	The overall aim of the IWMP is to set out the direction required for the effective management of waste within SPLM that will result in activities that will not only align those activities with the legislative compliance required but will have a positive effect on the health and wellbeing of communities and the environment. The IWMP addresses the following focus areas: o Review the current routes of collection and implement a cost effective and sustainable system of collection in all areas within SPLM. o Ensuring a positive impact on the health of communities. o Limiting the impact on the environment. o Compliance with relevant legislation. o Encouraging community participation through mobilization, education and awareness programmes. o Proper management of the refuse disposal site so as to ensure legislative compliance	An Integrated Waste Management Plan has been adopted by Council in October 2011 and programmes/projects emanating from this plan have been included in the 5-year Action Plan of this IDP. This Plan is also in process of being reviewed and will be finalized by 30 June 2018.

Sector Plan	Contribution to IDP Objectives	Status
	and limited impact on the health of communities and the environment. o Proper and effective monitoring and control of all processes. o Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. o Implementation of resources required and the effective management thereof. o Prevention of air, water and soil pollution. o Effective law enforcement. o Eradicate illegal dumping and littering on municipal, public and private property.	
Integrated Environmental Management Plan (IEMP)	The IEMP presents an IDP sector plan, which strives to achieve the following: o To ensure that municipal development strategies and projects take cognisance of: • Existing environmental problems and threats; and • Environmental assets; o To ensure that the Chapter 1 principles of the National Environmental Management Act (Act No. 107 of 1998) are applied when: • Strategies are designed; and • Projects planned; • To ensure a healthy environment by ensuring that: • Urgent environmental issues are addressed; and • Envisaged projects have no negative impacts on the natural environment.	The Environmental Status Quo document (IEMP Volume 1), has been completed in Jan 2012 and takes stock of the environmental profile of SPLM in terms of the current state of the Municipality's environmental features and their associated issues. Volume 2 of the IEMP provides the strategic framework and interventions for addressing prioritised environmental issues and harnessing the potential of natural assets. Volume 2 has been completed in Mar 2012.

Sector Plan	Contribution to IDP Objectives	Status
Municipal Infrastructure Investment Framework (MIIF)	The Municipal Infrastructure Investment Framework should address the following critical issues: o Bulk Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network) o Infrastructure network (reticulation) requirements (electricity, water, sanitation, roads, waste management – telecom and IT) o Replace and refurbish existing and ageing Infrastructure (electricity, water, sanitation, solid waste disposal and the transport network. Upgrade and extent the existing IT and telecom infrastructure network o Provide sufficiently for infrastructure operations and maintenance requirements (electricity, water, sanitation, solid waste disposal, roads, stormwater and the IT and telecom networks)	Due to the seriousness of the bulk infrastructure backlogs the Municipality commissioned a feasibility study to quantify the actual infrastructure backlog and to come up with a funding model. The feasibility study focused on critical infrastructure delivery such as water, sanitation and electricity capacity. This feasibility study was accepted by Council in 2010. As mentioned above, a number of sector plans are currently under review. The completed plans will form the basis of developing the MIIF, long term financial strategy and financial plan.
Financial Plan	The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It will further address: Revenue raising strategies o Asset management strategies o Financial management strategies o Capital financing strategies o Strategies that will enhance cost-effectiveness o Operational financing strategies	National Treasury has appointed consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.
Institutional Plan	The SPLM's Institutional Plan will address: o A revised HR Policies and Procedures	As part of its Turnaround Strategy and OPCAR the Sol Plaatje Municipality has identified Institutional Building as a key focus

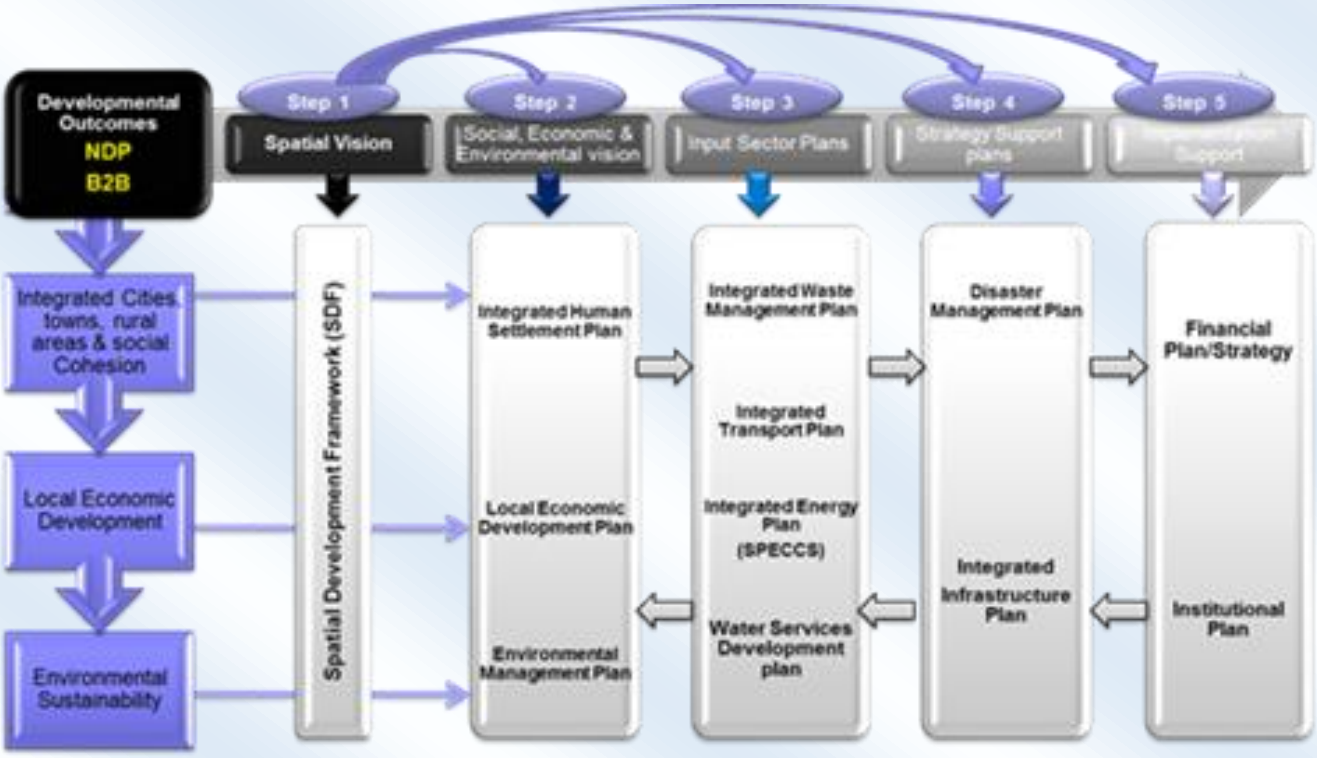
Sector Plan	Contribution to IDP Objectives	Status
	Handbook were prepared. o An assessment of changes required to Macro and Micro Organisational Structure was completed and proposals on the "to be" Organisational Structure were drafted o A draft Human Resource Strategy Report was prepared. Linked to the above process an assessment was also done on the strengths and weaknesses of the current Sol Plaatje Municipal Political Governance Model and it was revised in line with relevant legislation.	area in line with the National Local Government Turnaround Strategy and Outcomes Based. An institutional overview indicated the critical interventions that were required in this area and has been included in a draft plan which is in its approval phase. Although a single Institutional Plan is not in place – the institutional plan is effectively contained in the HR policies, the reviewed Organisational Structure as well as the HR Plan.
Integrated Human Settlement Plan	The aim of the IHSP is to identify the location and nature of specific housing projects in the greater SPLM area, the combined effect of which is to meet the net housing need in the area, insofar as possible within the strategic framework of the SPLM IDP, taking into account the realities of development on the ground. The IHSP should be read with the IDP which remains the principal strategic planning instrument which guides and informs all planning and development and all decisions with regard to planning, management and development in the municipality.	An IHSP has been adopted by Council in October 2011 and is due for review.
Ward Based Plans	Practical implementation plans should be prepared for each ward to include the following – in order to create sustainable livelihoods: o One needs to develop a "pro-forma" for these plans – they need to address the same things, follow the same process and look the same. o The plan needs to provide some community perspective/back ground, a statement of needs and then a plan. o The plan needs to address 1-year, 3-year and 5-year needs. o All service and functional areas need to be	A draft ward based planning model is in plan. The practical implementation of this model is still a challenge due to various factors – the mist important being that the issue of outdated sector plans in all infrastructure areas should be addressed before effective ward based planning can be done. Ward priorities are however sources from the various ward councilors and these priorities are listed earlier in this document (table 15).

Sector Plan	Contribution to IDP Objectives	Status
	addressed. ○ A useful planning and monitoring tool to use is a matrix. The matrix effectively links plan, budget, responsibility and performance in one document/page. ○ The plan should also be illustrative.	

5.2 THE LOGIC OF SECTOR PLANS

Through the development of a Growth and Development Strategy SPLM will also be in a position to transform the current policy framework (including the sector plans) into one that is integrated, coherent, strategic and user-friendly. A strategic user friendly document can be produced through the GDS process that integrates and references all municipal plans, strategies and programmes related to the SPLM's long term integrated space-economic vision and goals. This will result in the "logic of sector plans". This is illustrated in the diagramme below – which follows a logic sequence. It is emphasized once again that the process of developing a long term growth and development strategy will only commence once the review of sector plans has been completed.

Figure 10: Logic of Sectoral Plans



From the illustration above SPLM should:

- In the first instance look at how it can, on a local level, contribute towards the national development outcomes in creating integrated cities that include social cohesion.

- Secondly, how it can ensure an enabling environment for local economic development, and
- Thirdly, how it can contribute towards environmental sustainability.

The three above mentioned national strategic objectives (which also aligns to the principles of sustainable development) can be achieved by utilising the "logic of sector plans", in the absence of a Growth and Development Strategy, as illustrated above:

Step 1: The Spatial Vision

Everything happens in a space. The above objectives therefore need to be spatially organised. Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 (the "MSA") requires all municipalities to compile Spatial Development Frameworks (the "SDF") as a core component of Integrated Development Plans (the "IDP"). It is therefore important that the SPLM has a Spatial Development Framework in place that will ensure an integrated and optimal spatial development of the City and its surrounding areas. SDF will give effect to National, Provincial and Municipal Planning and Alignment of the strategic frameworks of other spheres as well as sector plans i.e. Housing Sector Plan.

The NDP, for instance, stresses the importance of a strong and efficient spatial planning system, well integrated across the spheres of government. In this endeavour it promotes the following actions:

- Reforms to the current planning system for improved co-ordination (SPLUMA is one example).
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
- Substantial investment to ensure safe, reliable and affordable public transport.
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people.
- Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.
- National spatial restricting fund, integrating currently defused funding.
- Establish a national observatory for spatial data and analysis.
- Provide incentives for citizen activity for local planning and development of spatial compacts.
- Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.

SPLM has a SDF in place that is being reviewed to establish whether it still addresses the challenges as envisaged to create an integrated City that include social cohesion in terms of its space-economic development.

Step 2: Social, Economic and Environmental Vision

This step elaborates on the detail within the Spatial Vision namely to articulate the social -, economic -, and environmental vision through the following strategic plans, namely:

- An Integrated Human Settlement Plan
- A Local Economic Development Plan
- An Environmental Management Plan

These plans need to articulate in detail how SPLM will transform its human settlements as envisaged by both the NDP and B2B in order for it to be socially and economically integrated and environmentally sustainable within the Spatial Vision.

These plans are especially important as it is the strategic priorities that should inform the Municipalities actions and allocation of resources. The B2B especially emphasises the output and impact of these plans.

Although SPLM has prepared all three these plans – they were developed in isolation and therefore are fragmented and incoherent and complicates planning, decision making and management. It also do not contribute meaningful towards the goals and objectives of the NDP and B2B. Hence the strong focus of reviewing and updating the sectoral plans within the municipality, as mentioned above.

Step 3: Input Sector Plans

This step refers to the input that is necessary to realise the strategic plans mentioned in Step 2. It is the actual action plans that deal with the infrastructure and services such as:

- Integrated Waste Management Plan
- Integrated Transport Plan
- Integrated Energy Plan
- Integrated Water Services Development Plan

The important aspect of these plans are that they should include specific projects with time frames and budgets (including funding sources).

Step 4: Strategy Support Plans

The strategy support plans is complementary to the input plans and deal specifically with disaster management and a Municipal Infrastructure Investment Framework (MIIF).

Step 5: Financial Strategy/Plan and Institutional Plan

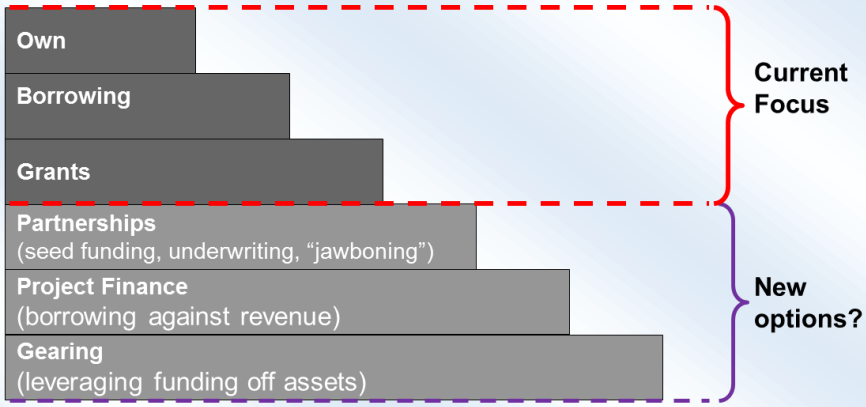
The last step in the sequence of the “logical sector plans” is the resources needed to implement these plans. At this stage the Municipality is aware of what it needs to implement to achieve its goals and objectives and therefore need to allocate the necessary resources, which will include:

- The Financial Strategy/Plan
- The Institutional Plan (Human Resources)

By following the above process SPLM will ensure that it structurally addresses all the issues related to what is envisaged in the NDP and B2B.

As part of the implementation framework of the GDS SPLM also needs to explore new funding alternatives apart from the traditional sources of funding, as illustrated below in order to achieve its development goals.

Figure 11: Alternative Funding Methodologies



Sound financial management is integral to the success of local government.
Performance against the following basic indicators will be constantly assessed:

- The audit opinions for the last three to five years.
- Whether the budgets are realistic and based on cash available.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.

CHAPTER 6: MONITORING OF THE IDP AND BUDGET

The IDP's Multi-year Municipal Performance Plan will inform the 2019/20 SDBIP which aligns with both the Capital and Operational Budget. KPI's and targets cannot be set if resources are not available. Resources refer to both institutional capacity as well as financial capacity.

The draft Capital Budget is attached in the schedules while the draft Operational Budget is contained in the Budget Statement. The Capital Budget is included in the IDP as it speaks directly to LED, Infrastructure Development and Service Delivery outputs while the Operational Budget mainly addresses the activities which produces the outputs.

SPLM's SDBIP for 2019/20 will be completed after the public consultation process as priorities may be adjusted due to this process. The SDBIP will submitted to the Executive Mayor by Mid-May for approval and submission to Council at the same time as the submission of the IDP and Budget for adoption.

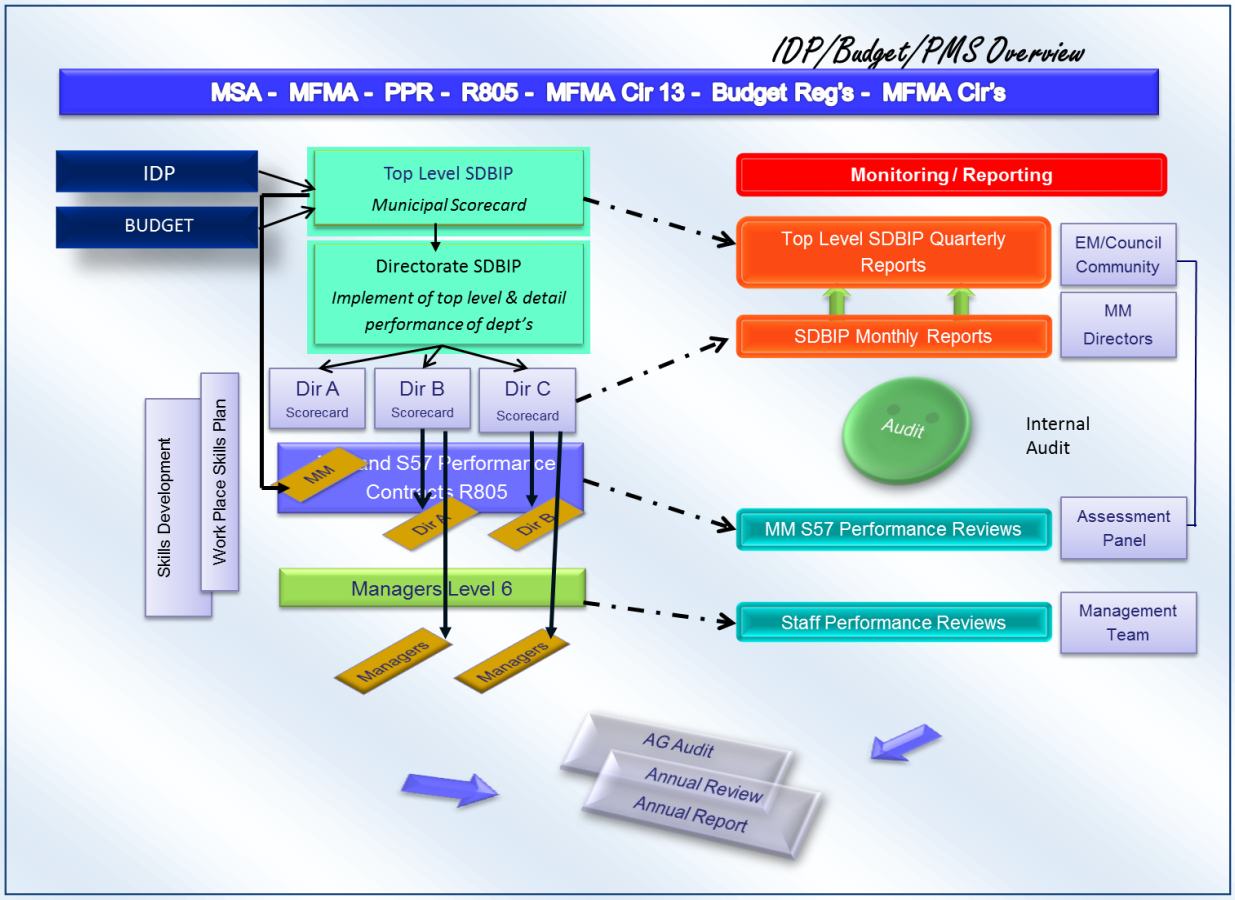
The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The IDP Objectives, Key Performance Indicators and Targets aligned to the Budget within each Key Performance Area in the Multi-Year Municipal Performance Plan will then inform the SDBIP for the 2019/20 financial year and breaks it up into quarterly targets.

The "top layer" SDBIP is used as a framework for the Organizational Performance Management System. The implementation of the IDP and Budget is monitored, evaluated, reported and measured through the integrated Performance Management System (PMS) to ensure that the resources available to the Municipality are directed at the delivery of prioritised projects, programmes and operations that meet the agreed IDP Objectives. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritized delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- Guide future planning on development objectives and resource use.

The PMS process from planning through in-year monitoring and reporting up to the Annual Report is structured as per the figure below:

Figure 12: IDP/Budget/PMS Linkage



ANNEXURE 1 – HIGH LEVEL PROCESS PLAN

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
JULY 2018					
1	Briefing sessions with EMT to initiate the Annual Report and Annual Audit processes	MM/CFO	Process Plan to complete the Annual Report and Annual Audit (Audit File process)	Internal process	13 July 2018
2	Constituting the IDP/Budget Steering Committee	MM/CFO	Legally constituted IDP/Budget Steering Committee	MFMA s53(1)	24 July 2018
3	Consideration of the IDP and Budget Process Plan 2019/20 MTREF	MM/CFO	Process Plan for the 2018 IDP Review and Budget for 2019/20 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	27 July 2018
4	Approval of the IDP and Budget Process Plan	Executive Mayor	Approval of the IDP and Budget Process Plan for 2019/20 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	31 July 2018
5	Conclude MM and s57 Managers Performance Agreements and Plans	MM/Mayco/Corporate Services ED	Signed Performance Agreements and Plans for MM and s 57 Managers	MSA and Reg 805	31 July 2018
6	Submit 4th Quarter to: 1. EMT 2. NT/PT 3. EM/IDP Budget Com 4. Submission of Section 52 (d) Report to Council	All	1. 4th Quarter Report	MFMA S52(d)	31 July 2018
AUGUST 2018					
7	Tabling of the approved (by the Budget Steering Committee) IDP and Budget Process Plan	IDP, Budget and PM Committee (Sec 80 Committee)	Recommend the approval of the IDP and Budget Process Plan to Council	Terms of Reference of the Committee (Oversight Committee on IDP, Budget and Performance Management and Reporting)	2. 3. 4. 1 August 2018
8	Publish MM and 57 Managers Performance Agreements and Plans on Web and	Corporate Services	Published and submitted performance agreements and plans	MSA and Reg 805	7 August 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	submit to CoGHSTA, NT and PT				
9	Presentation of Final draft AFS EMT Audit Committee AGSA	MM/CFO	5. Submission of annual financial statements as per section 126(1) of the MFMA. 6. Draft Annual Performance Report 2017/18 as per section 46 of the MSA.	s126(1) of the MFMA s46 of the MSA.	7. Completed 24 Aug 2018 8. 29 Aug 2018 9. 29 Aug 2018
10	Submit Annual Report including Annual Financial Statements and Annual Performance Report to the Audit Committee	MM/CFO	10. Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2017/18 as per section 46 of the MSA.	MFMA Circular 63, Sep 12	28 Aug 2018
11	Approval of the IDP and Budget Process Plan	Executive Mayor	Council approves the IDP and Budget Process Plan 2019/20 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	30 Aug 2018
12	11. Submission of the Financial Statements, Annual Report and Annual Performance Report to the AGSA	MM/CFO	12. Submission of signed AFS, Draft Annual Report and Final Annual Performance Report to AGSA		31 Aug 2018
13	Advertisement of time-schedule on website, local newspapers and notice boards	IDP/BTO	Notification to public on how and when the IDP and Budget preparation process will happen	MSA and MFMA	31 Aug 2018
SEPTEMBER 2018					
14	Issue of Budget guidelines (operational budget)	CFO	Issue Circular on operational budget guidelines: - Confirm approved organogram - Vacant and funded positions - Maintenance Plans - Review of Long Term Borrowing Contracts and commitments of the next MTREF - Demand for services analysis	Budget Policy	22 Sept 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
			- Review of Electricity Tariff Structure		
15	Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities.	IDP/BTO	Assessment Report: An assessment of existing Priority Issues, present Gaps in the IDP as well as issues identified in various government policy documents, engagements with political structures, provincial CoGHSTA, NT and other stakeholders. Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance.	MSA Circular 63, Sep 2012 MSA Ch5 s 26 and IDP Guides	21 Sept 2018
16	Finalise Assessment Report	IDP/BTO	Discuss and agree on Assessment Report to inform planning and budget for the 2018/19 MTREF. 13. EMT / Manco	MFMA/Budget Regulations and Internal process	24 Sep 2018 28 Sep 2018
	Councillor Induction: IDP Review Process	MM/Executive Mayor	Review terms of reference of IDP Rep Forum Understanding the development agenda of the municipality Presentation of the status quo report 2018-2019 Performance Analysis and future projections	MSA and MFMA	28 Sept 2018
OCTOBER 2018					
17	Finalise Annual Report	EMT	The Annual Report submitted complies with the requirements of Section 121(3) (a-k). Information on pre-determined objectives to be included	MSA Circular 63, Sep 2012	22 Oct 18
18	Municipality submits Annual Report including final annual	CFO/IDP			29 Oct 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	financial statements and annual performance report to Auditor-General for auditing councils'		**Note:** that it is unaudited and will not include any of the Auditor-General's reports as the auditing thereof will still be in progress		
19	Liaise with National and Provincial Sector Departments re alignment of Strategic Priorities and Budgets	IDP Task Teams	Liaise with sector departments to ensure that SPM priorities form part of their strategic plans and budgets	MSA	Oct 2018 – Dec 2018
20	Prepare and submit 1st Quarter SDBIP Report to EMT, IA, PAC, Executive Mayor (Mayco) and Council	IDP/BTO	1st Quarter Report submitted	MFMA and MFMA Cir 15	1. 17 Oct 2018 (EMT) 2. 20 Oct 2018 (IA&PAC) 3. 29 Oct 2018 (EM) 4. 2 Nov 2018 (SCM)
21	1st Strategic Planning sessions with: 1. EMT, Manco Extended IDP/Budget/PMS Committee Informal Council meeting	EMT/Manco/IDP Com/Council	Finalising Key Priority Issues related to Assessment Report. Review Strategic Objectives for service delivery and development including backlogs aligned to district, provincial and national strategic plans and policies. Review financial and non-financial performance, analyse gaps between planned and actual performance. Determine financial position and assess financial/human resource capacity against possible future strategies.	Internal Process	1. 20 Oct 2018 2. 21 Oct 2018 14. 15.
NOVEMBER 2018					
	2. Extended IDP/Budget/PMS Committee Informal Council meeting				01 Nov 2018
22	Detail Budget	EMT/Manco	In line with the IDP Key	Internal	Week of 07, 14

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	discussions/motivation with individual Directorates		priority issues Directorates need to motivate their different Budgets for the 2019/20 MTREF Draft Budget completed	process	and 21 Nov 2018 (CFO and BTO done; Operational, Revenue and partly Capital)
23	Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality.	EMT/BTO /Directorates	Draft AR and Management Report Final AR and Management Report	MFMA	16 Nov 2018 30 Nov 2018
24	Annual Report and oversight report process for adoption to be used as input into public participating meetings for the IDP review process.	AC/MPAC/Council		MFMA Section 127, 128, 129 and 159	Nov 2018 to Jan 2019
JANUARY 2019					
25	Mayor tables audited Annual Report and financial statements to Council Audited Annual Report is made public, e.g. posted on municipality's website.	EM Web Master		Section 129, 150 and 151. Tabling the audited Annual Report within 5 or 6 months after the end of the financial year. Section 75 for publication on website.	25 Jan 2019
26	Finalise Mid-year Budget and Performance Assessment Report and submit to: 1. EMT 2. BSC 3. Mayor 4. NT and PT 5. Council	IDP/BTO	Mid-year Report with recommendations informing Adj Budget/SDBIP Targets	MFMA s72	25 Jan 2019 1. 21 Jan 2019 2. 23 Jan 2019 3. 24 Jan 2019 4. 28 Jan 2019 5. 25 Jan

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
					2019
FEBRUARY 2019					
	MPAC finalises assessment on Annual Report.	MPAC	This must be concluded within 7 days of receipt of AGs report. Council is expected to conclude on this matter before going on recess in December.	MSA Circular 63, Sep 2012	Feb to Mar 2019 (Oversight)
27	Planning sessions with: 1. Extended IDP/Budget/PMS Committee 2. Informal Council meeting	Mayco Councillors EMT Manco	Present first draft IDP priorities linked to Budget allocations	Internal process	1. 04 Feb 2019 2. 08 Feb 2019
28	NT Mid-term visit	EMT	Sec 71 and 72 Reports Qtr 2 Performance Report Audited AFS 2018 Audit Report MFMA Sec 32 Report Risk Management Issues	NT Prescribed	Between 6-10 Feb 2019
29	Adjustment Budget 1. EMT 2. BSC 3. Council	MM/CFO	Tabling of Adjustment Budget 2019/20 MTREF	MFMA Sec 28	2. 18 Feb 2019 3. 22 Feb 2019 4. 28 Feb 2019
30	Conduct 2017/18 annual performance assessments for MM and Managers reporting directly to MM as well as lower level managers up to job level 6	EM/MM/IDP/Human Resources	Performance Assessment Reports for MM, senior and other managers	MSA and Regulations	Feb 2019
31	Note National/Provincial Government Budget for incorporation	IDP/BTO	Ensure what is contained in National and provincial Budgets for incorporation in local budget	MFMA	27 Feb – 18 Mar 2019
32	Draft reviewed 5-year Capital Project Schedule aligned with IDP Strategic Objectives and KPA's for prioritisation purposes – including Ward allocations submitted to EMT	IDP/Budget Office	Draft 5-year Capital Programme aligned to IDP Key Priority Issues including Ward priorities	Internal Process	Jan 18 – 11 Mar 2019
33	Draft Operating	Directorates/BTO/	Draft 3-year Operational	Internal	04 Mar 2019

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	Budget submitted to EMT	IDP	Budget aligned to IDP Key Priority Issues	Process	
MARCH 2019					
34	Conduct Mid-year performance assessments for MM and Managers reporting directly to MM as well as lower level managers up to job level 6	EM/MM/IDP/Human Resources	Performance Assessment Reports for MM, senior and other managers	MSA and Reg 805	Mar 2018
35	2. Council adopts Oversight report. 3. Oversight report is made public. 4. Oversight report is submitted to Legislators, Treasuries and CoGHSTA	Council CFO	The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year.	MSA Circular 63, Sep 2012	29 Mar 2019 (SCM)
36	Present and discuss draft IDP and Budget with: 1. Mayco/relevant committees 2. BSC 3. Informal Council Meeting 16. 4. Special Council Meeting	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	17. 1. 14 – 19 Mar 2019 18. 2. MAYCO 22 Mar 2019 3. Informal Council 27 Mar 2019 4. SCM 29 Mar 2019 19. 20. 21.
37	Table draft IDP and Budget to Council for public consultation	IDP/BTO/Council	Council to approve IDP and Budget for public consultation purposes	MSA and MFMA	31 Mar 2019 (Tabling)
38	Make public the draft IDP and Budget and submit (including draft SDBIP) to NT, PT and NC CoGHSTA	IDP/BTO/Council	IDP and Budget made public and submitted to relevant stakeholders for consultation purposes	MFMA	31 Mar 2019
APRIL 2019					
39	Conduct public hearings on draft IDP, Budget and Top Layer	IDP/BTO/Speaker's Office/Service Providers	Consult and receive input from community and stakeholder groupings	MSA and MFMA	April 2019 (Public Participation)

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	SDBIP with constituted public participation structures		with regard to draft IDP/Budget and SDBIP (Top Layer)		
40	Confirm National and Provincial DoRA allocations and adjust draft budget	BTO	Ensure that DoRA allocations are included in the Budget	MFMA/DoRA	April 2019
41	Submit 3rd Quarter SDBIP Performance Report to Mayco/Council	IDP/BTO/Mayco/ Council	3rd Quarter report submitted		April 2019
42	Conclude public hearings and adjust IDP, Budget and SDBIP taking cognisance of input received	IDP/BTO	Include input received from public consultation in IDP/Budget/SDBIP	MSA and MFMA	April 2019
43	Discuss adjusted IDP, Budget and SDBIP with Mayco	IDP/BTO	Inform Mayco of input received from public consultation in IDP/Budget/SDBIP	Internal process	29 April 2019
44	National Treasury Benchmarking Exercise	EMT/NT	NT's analysis of SPLM's IDP and Budget benchmarked against 21 secondary cities to improve IDP and Budget processes and products	MFMA	May 2018
MAY 2019					
45	Finalise IDP/Budget and SDBIP documentation for final submission to Council	EMT	Finalise IDP, Budget and SDBIP documentation for final submission to Council	MSA and MFMA	06 May 2019
46	Present final IDP and Budget to BSC, Mayco and Council	EM/MM/CFO	Present final IDP/Budget/SDBIP to Mayco and informal Council before submission to Council for adoption	Internal process	BSC 15 May 2019 MAYCO 17 May 2019 Informal Council Meeting 22 May 2019 SCM 24 May 2019
47	Council adopt IDP, Budget and "Top Layer" SDBIP by resolution, setting taxes and tariffs,	EM/MM/CFO	Council adopted IDP/Budget and SDBIP	MFMA	24 May 2019

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
	approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year				
JUNE 2019					
48	Notification of approved 2018/19 IDP review and Budget 2019/20 MTREF to public	BTO/IDP	Notify public of adopted budget	MFMA	June 2019
49	Submit final 2019/20 SDBIP to Executive Mayor for approval, submit to Council for Notification and Make public	IDP	Executive Mayor approved SDBIP and published SDBIP	MFMA	14 June 2019
50	Final Preparations for the implementation of mSCOA Version 6.3 (locked NT version)	BTO	mSCOA compliance	mSCOA Regulations	28 June 2019

ANNEXURE 2 – PUBLIC PARTICIPATION PROGRAM

SOL PLAATJE MUNICIPALITY
Better Quality of Life for All
A Better Standard of Living for All

In accordance with the Municipal Systems Act (Chapter 5) and Municipal Finance Management Act (Chapter 4), notice is hereby given that the Draft Integrated Development Plan (IDP) and Budget for 2019/ 20 – 2021/2022 for the Sol Plaatje Municipality was presented to the Executive Mayoral Committee and tabled to Council on 27 March 2019.

Copies of these documents will be available at all municipal libraries as well as the Council Civic Centre (Information Counter and Budget Office) for public inspection. The information will also be published on the Municipality's website – www.solplaatje.org.za

Stakeholder Engagements			
Date	**Forum / Ward**	**Venue**	**Time**
14.05.2019	**NGO, SCHOOLS, Institutions of Higher Learning, PBO, Churches**	**Council Chambers**	**10H30**
General Public Participation Meetings			
13.05.2019	**Tshwaragano, Katima, Dingaan Street Hostel, Nobengula, Vergenoeg up to and including Kgosi, Seochoareng, Madalane, Magashula, Seleke, Adam Namakola, Stock & Stock, Riemvasmaak Informal Settlement, Ipopeng, Retswelele, Blikkiesdorp, Bloemanda**	**Phatsimang Hall**	**17H00**
14.05.2019	**Zone 6, White City, Kwa Nobantu, Phillip Mpiwa Street up to and including Tyala, Montshiwa, Hulana, Moshoeshoe, John Daka, Sewende Laan**	**Boichoko Primary School**	**17H00**
15.05.2019	**Colville, Floors, Homestead, Santa, Witdam.**	**Swedish Hall**	**17H00**

15.05.2019	**Greenpoint, Greenside, Beaconsfield, Diamond Park, Diskobolos, Southridge**	**Swedish Hall**	**17H00**
16.04.2019	**CBD, De Beers, Utility, Square Hill Park, Gemdene, Kimberley North, New Park, Hadison Park, Monument Heights, Royal Glen, Royldene, Beaconsfield, Herlear, Belgravia, Ernestville, Cassandra.**	**City Hall**	**17H00**
16.05.2019	**Roodepan/Pescodia, 3SAI, Lerato Park, Sunset Manor, Jacksonville, White City, Ivory Park, Midlands**	**Marius Besserman Catholic Hall – Roodepan**	**17h00**
20.05.2019	**Diamond Park, Verwoerd Park, Riviera, Kirstenhof, Lindene, Rhodesdene, Carters Glen, Hillcrest, Heuwelsig, El Toro Park, Minerva Gardens**	**Jim Summers Hall**	**17H00**
21.05.2019	**Riverton**	**Roman Catholic Hall**	**17H00**
21.05.2019	**Ritchie**	**Rietvale Community Hall**	**17H00**

Interested parties, local community and all stakeholders are invited to submit representations, comments and inputs regarding the Draft Budget 2019/20 – 2020/2022.

Written submissions must be handed in at the Civic Centre (Budget Office or faxed to 053 8331005 or e-mailed to Ebaise@solplaatje.org.za, jwagner@solplaatje.org.za, kdeklerk@solplaatje.org.za, ccrouch@solplaatje.org.za, cjenneke@solplaatje.org.za, banthony@solplaatje.org.za, ssetlogelo@solplaatje.org.za, jvanniekerk@solplaatje.org.za

ANNEXURE 3 MULTI YEAR CAPITAL PLAN

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPONSIBLE	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
WATER AND SANITATION PROJECTS												
LINKING SERVICES - BULK WATER LERATO PARK	20 783 414.00	SPLM	MIG		8 402 274	8 796 308						✔
				CRR		3 584 832						✔
LINKING SERVICES - BULK SANITATION LERATO PARK	16 839 176.00	SPLM	MIG		6 558 321	7 370 383						✔
				CRR		2 910 472						✔
GOGGA PUMP SEWER OUTFALL MAIN	28 500 000.00	SPLM	WSIG	CRR	28 500 000							✔
RITCHIE BULK WATER (ABSTRACTION AND DISTRIBUTION)	30 551 000.00	SPLM	RBIG/MIG		20 000 000	10 551 000						✔
RIVERTON PUMP STATION BUILDING	31 657 205.00	SPLM		CRR	31 657 205							✔
RIVERTON HIGH LIFT PUMPS (MECHANICAL AND ELECTRICAL WORKS)	6 096 300.00	SPLM		CRR	6 096 300							✔
CARTERS RIDGE SEWER PUMP STATION	3 000 000.00	SPLM	WSIG			3 000 000						✔
CARTERS RIDGE SEWER PUMP STATION	32 000 000.00	SPLM					10 000 000.00	15 000 000	7 000 000			NOT FUNDED
RECONSTRUCTION OF OLD SINK TOILETS IN KHUTLANONG	14 000 000.00	SPLM	WSIG			14 000 000						✔
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	12 000 000.00	SPLM	MIG				5 000 000.00	7 000 000				✔
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	2 400 000.00	SPLM	CRR				1 000 000.00	1 400 000				✔
PIPE REPLACEMENT (water mains)	20 000 000.00	SPLM	MIG			5 000 000	5 000 000	10 000 000				✔
PIPE REPLACEMENT (water mains)	3 000 000.00		CRR				1 000 000	2 000 000				✔
PIPE REPLACEMENT (water mains) UNFUNDED PORTION	317 000 000.00	SPLM	MIG	CRR			30 000 000	30 000 000	30 000 000	50 000 000	200 000 000	NOT FUNDED
PIPE REPLACEMENT (sewer mains)	310 000 000.00	SPLM	MIG	CRR		25 000 000	25 000 000	25 000 000	25 000 000		210 000 000	NOT FUNDED
RIVERTON SUMP RESERVOIR	30 000 000.00	SPLM	RBIG/MIG			10 000 000	10 000 000	10 000 000				NOT FUNDED
BULK WATER RISING MAIN	100 000 000.00	SPLM	RBIG/MIG			30 000 000	30 000 000	30 000 000	10 000 000			NOT FUNDED
REPLACEMENT OF WEST END/TAMBO SQUARE SEWER OUTFALL MAIN	13 000 000.00	SPLM	RBIG/MIG			2 000 000	5 000 000	6 000 000				NOT FUNDED
UPGRADING OF SEWER PUMP STATIONS IN AND AROUND GALESHEWE	50 000 000.00	SPLM	MIG			10 000 000	20 000 000	10 000 000	10 000 000			NOT FUNDED
UPGRADE RIVERTON WATER TREATMENT PLANT	200 000 000.00	SPLM	RBIG				20 000 000	30 000 000	30 000 000	50 000 000	70 000 000	NOT FUNDED
REVENUE AND BILLING (WATER METERS)	14 000 000.00	SPLM		CRR	2 000 000	3 000 000	3 000 000.00	3 000 000	3 000 000			✔
WATER ZONE METERING	8 500 000.00			CRR	8 500 000							✔
REPLACEMENT OF PIPES AT NEWTON RESERVOIR	11 200 000.00	SPLM		CRR	11 200 000							✔
NEWTON RESERVOIR EXTENDED PHASE	32 000 000.00	SPLM	RBIG			10 000 000	10 000 000	12 000 000				NOT FUNDED
BEACONSFIELD WWTW	50 000 000.00	SPLM	RBIG/MIG				20 000 000	12 000 000	12 000 000	6 000 000		NOT FUNDED
REFURBISHMENT OF ROODEPAN TOWER	20 000 000.00	SPLM		CRR				10 000 000	6 000 000	4 000 000		NOT FUNDED

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPONSIBLE	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
ELECTRICITY RELATED PROJECTS												
CARTERS GLEN SUBSTATION/GALESHEWE BULK ELECTRICITY	12 336 500.00	DOE	INEP		7 000 000	5 336 500						✔
UPGRADE OF HADISON PARK SUBSTATION	35 000 000.00	DOE/SPL	INEP	CRR		20 000 000	15 000 000					NOT FUNDED
UPGRADE OF GALESHEWE SUBSTATION WITH 2x 30 MVA TRANSFORMERS	35 000 000.00	SPLM	INEP			20 000 000	15 000 000					NOT FUNDED
UPGRADE OF SOUTH RIDGE SUBSTATION WITH 1X 30 MVA AND EXTENSION OF 11KV SWITCHROOM	25 000 000.00	SPLM	INEP	CRR		10 000 000	15 000 000					NOT FUNDED
REDESIGN OF LOOPING NETWORK IN GALESHEWE	10 000 000.00	SPLM	INEP				3 000 000	3 000 000	4 000 000			NOT FUNDED
RESTRUCTURE LANDBOU AVENUE 11KV OVERHEAD LINE	13 000 000.00	SPLM	INEP				5 000 000	5 000 000	3 000 000			NOT FUNDED
UPGRADE OF SUPPLY IN CARTERS, LONG ,MEMORIAL, DU TOITSPAN, MCDOUGAL	25 000 000.00	SPLM	INEP	CRR			10 000 000	8 000 000	7 000 000			NOT FUNDED
REPLACE 66KV OIL CIRCUIT BREAKERS WITH SF6 AT HERLEAR	13 000 000.00	SPLM	INEP	CRR		3 000 000	10 000 000					✔
REPLACE 11KV CIRCUIT BREAKERS AT HERLEAR	9 000 000.00	SPLM	INEP	CRR		7 000 000	2 000 000					✔
REPLACE TWO 11 KV RINGS FROM HERLEAR/CASSANDRA/ERNSTVILLE	32 000 000.00	SPLM	INEP	CRR				16 000 000	16 000 000			NOT FUNDED
INSTALLATION OF LIGHTING AND SURGE ARRESTER EQUIPMENT AT OVERHEAD LINES	3 500 000.00	SPLM	INEP	CRR				3 500 000				NOT FUNDED
UPGRADE OF 11KV SUBSTATIONS, MEDIUM AND LOW VOLTAGE CABLES	28 000 000.00	SPLM	INEP	CRR	3 000 000	4 000 000	7 000 000	7 000 000	7 000 000			NOT FUNDED
UPGRADE OF MINIATURE SUBSTATIONS AND POLE TRANSFORMERS, KIOSKS AND LOW VOLTAGE CABLES	30 000 000.00	SPLM	INEP	CRR	6 000 000	6 000 000	6 000 000	6 000 000	6 000 000			NOT FUNDED
UPGRADE RIVERTON SUBSTATION WITH 2x10 MVA TRANSFORMERS	8 000 000.00		INEP	CRR	4 000 000	4 000 000						✔
LED/HIGH MAST LIGHTING	4 000 000.00	SPLM	MIG				2 000 000	2 000 000				✔
LED/HIGH MAST LIGHTING	560 000.00		CRR				280 000	280 000				✔
LED/HIGH MAST LIGHTING (UNFUNDED PORTION)	8 000 000.00		MIG	CRR				5 000 000	3 000 000			
ELECTRIFICATION OF SG APPROVED ERVEN	123 794 000.00	DoE/ESK	INEP			24 660 500	19 200 000	16 000 000	20 000 000			✔
Electrification of Snake Park 949	*20 000 000.00*					14 709 500						✔
Electrification of Platfontein 300	*4 650 000.00*					4 650 000						✔
Electrification of Soul City	*1 200 000.00*											
Electrification of Romorwa 106	*2 000 000.00*					1 643 000						✔
Electrification of Mathibe "Fluffy Park" 49	*1 000 000.00*					759 500						✔
Electrification of Witdam	*2 500 000.00*											
Electrification of Santa Centre 139	*2 500 000.00*					2 154 500						✔
Electrification of Golf Course	*20 000 000.00*											
Electrification of Kutlwanong 48	*744 000.00*					744 000						✔
FUTURE HOUSING PROJECTS												
Riverton (formalise stands)	*3 200 000.00*											
Begonia	*2 000 000.00*											
France Farm	*49 000 000.00*											
Ritchie Erf 2 & 12	*15 000 000.00*											
ELECTRIFICATION OF IVORY PARK (1175)	97 343 000.00	DoE	INEP		19 000 000							✔
ELECTRICITY METER REPLACEMENT	14 000 000.00			CRR	2 000 000	3 000 000	3 000 000	3 000 000	3 000 000			✔
UPGRADE POWER MONITORING EQUIPMENT AT STATIONS	1 000 000.00			CRR			1 000 000					NOT FUNDED
EEDSM STREETLIGHTING AND OWN BUILDINGS	17 000 000.00	EEDMS				7 000 000	5 000 000	5 000 000				✔

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPONSIBLE	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
ELECTRICITY RELATED PROJECTS												
ELECTRIFICATION OF IVORY PARK (1175)	97 343 000.00	DoE	INEP		19 000 000							✔
ELECTRICITY METER REPLACEMENT	14 000 000.00			CRR	2 000 000	3 000 000	3 000 000	3 000 000	3 000 000			✔
UPGRADE POWER MONITORING EQUIPMENT AT STATIONS	1 000 000.00			CRR			1 000 000					NOT FUNDED
EEDSM STREETLIGHTING AND OWN BUILDINGS	17 000 000.00	EEDMS				7 000 000	5 000 000	5 000 000				✔
ROADS AND STORMWATER PROJECTS												
ROADS RESEALING	38 706 600.00	SPLM	MIG			10 748 507	11 203 418.00	16 754 675.00				✔
ROADS RESEALING	12 000 000.00	SPLM		CRR			8 000 000.00	4 000 000.00				✔
ROADS RESEALING (UNFUNDED PORTION)	160 000 000.00					20 000 000	10 000 000.00	10 000 000.00	10 000 000.00	30 000 000	80 000 000	NOT FUNDED
PAVING OF ROADS	20 101 724.00		MIG			14 868 488	5 233 236.00					✔
PAVING OF ROADS	2 667 000.00	SPLM		CRR	2 667 472	2 950 713	4 000 000.00					✔
GRAVEL ROADS	30 000 000.00	SPLM		ES/CF	6 000 000	6 000 000	6 000 000	6 000 000	6 000 000			NOT FUNDED
N12 BYPASS	200 000 000.00	DoT	ITNG			4 000 000	15 000 000	100 000 000	50 000 000	31 000 000		NOT FUNDED
SANRAL INTERSECTIONS UPGRADE	80 000 000.00	DoT	ITNG			8 000 000	72 000 000					NOT FUNDED
UPGRADING OF STORM WATER CHANNELS GALESHEWE	409 379 000.00	SPLM	NDPG		97 537 000	151 699 000	154 447 000.00	5 696 000.00				✔
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	16 000 000.00		MIG				6 000 000.00	10 000 000.00				✔
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	2 840 000.00		CRR				840 000.00	2 000 000.00				✔
THLAGENG RETENTION DAM	20 000 000.00	SPLM	NDPG			20 000 000						✔
ROODEPAN ACCESS ROADS	4 378 284.00	SPLM	MIG		4 378 284							✔
GALESHEWE ACCESS ROADS	7 005 542.00	SPLM	MIG		7 005 542							✔

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
ECONOMIC DEVELOPMENT, COMMUNITY SERVICES AND OTHER PROJECTS												
PLANNING AND SURVEYING OF ERVEN	13 000 000.00	SPLM		CRR	2 000 000	5 000 000	3 000 000.00	3 000 000				✔
ROODEPAN SWIMMING POOL	3 500 000.00	DSAC	DSAC	CRR			3 500 000					NOT FUNDED
UPGRADE OF FLORIANVILLE SWIMMING POOL	5 183 506.00	DSAC	DSAC		5 183 506							✔
UPGRADE OF VARIOUS FACILITIES AT DE BEERS STADIUM	2 742 416.00	DSAC	DSAC		2 742 416							✔
UPGRADE OF GALESHEWE SPORT STADIUM	1 336 986.00	DSAC	MIG		1 336 986		10 952 704	2 206 483				✔
UPGRADE OF GALESHEWE SPORT STADIUM				CRR			1 800 000	300 000				
CRAVEN STREET STALLS	1 000 000.00	SPLM		CRR	-	1 000 000						NOT FUNDED
INFORMAL TRADERS MARKET	1 000 000.00	ECONOMIC AFFAIRS		CRR				1 000 000				NOT FUNDED
HOMEVALE FIRE STATION	11 526 729.00	SPLM	MIG	CRR	6 762 002	4 764 727						✔
RC ELLIOT PRECINCT - NMMM	800 000 000.00	DSAC	DSAC		200 000 000	200 000 000	200 000 000	200 000 000				NOT FUNDED
MANDELA MEMORIAL STATUE	8 153 649.00	SPLM	DSAC		8 153 649							✔
REFURBISHMENT OF OTHER MONUMENTS	-	SPLM		CRR	-							NOT FUNDED
TOMMY MOREBUDI PHASE 2	2 500 000.00	SPLM	GURP			2 500 000						NOT FUNDED
GREEN POINT SQUARE	5 000 000.00	SPLM	GURP						5 000 000			NOT FUNDED
GREEN POINT INFORMAL TRADING ZONE	3 000 000.00	ECONOM	ECON	CRR			3 000 000					NOT FUNDED
FRESH PRODUCE MARKET	200 000.00	SPLM	NDPG			200 000						NOT FUNDED
GOVERNMENT/MARKET SQUARE DEVELOPMENT	8 000 000.00	SPLM	NDPG			1 000 000	7 000 000					NOT FUNDED
TAXI LAY BY'S GALESHEWE	-	SPLM	NDPG		-							NOT FUNDED
REFURBISH LANDFILL SITE		SPLM		CRR	2 617 371							✔
UPGRADE OF RESORTS	2 500 000.00	SPLM		CRR	500 000		2 000 000					NOT FUNDED
UPGRADE OF COMMUNITY HALLS	5 200 000.00	SPLM		MIG			2 000 000	2 000 000	1 200 000			✔
UPGRADE OF COMMUNITY HALLS				CRR			280 000	280 000				✔

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPONSIBLE	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
RITCHIE MULTI SPORT PARK (NMMM)	15 000 000.00	SPLM	DSAC			15 000 000						NOT FUNDED
RENEWABLE ENERGY INCUBATOR	2 500 000.00	SPLM		CRR	250 000	250 000	1 000 000		1 000 000			NOT FUNDED
NEW COURT BUILDING	25 000 000.00	DoCJ	DoCJ				25 000 000					NOT FUNDED
DSAC NEW LIBRARY	25 000 000.00	DSAC	DSAC			25 000 000						NOT FUNDED
PLATFONTEIN MULTI SPORT - NMMM	15 000 000.00	SPLM	DSAC					15 000 000				NOT FUNDED
PLATFONTEIN COMMUNITY HALL - NMMM	8 000 000.00	SPLM	NDPG						8 000 000			NOT FUNDED
PLATFONTEIN MiFARM	2 500 000.00	PRIVATE	PRIVATE				2 500 000					NOT FUNDED
ECD CENTRE LERATOPARK	3 000 000.00	DSD	DSD			3 000 000						NOT FUNDED
UPGRADE OF LANGLEY AND RIVERTON RESORTS	2 500 000.00	SPLM		CRR	2 500 000							NOT FUNDED
LIFTS BUILDING	2 000 000.00	SPLM		CRR	2 000 000							✔
SECURITY	15 000 000.00	SPLM		CRR	4 000 000	5 000 000	3 000 000	3 000 000				NOT FUNDED
RENTAL STOCK UPGRADE	8 000 000.00	SPLM		CRR			3 000 000		5 000 000			NOT FUNDED
FIRE ENGINES	4 500 000.00	SPLM		CRR			2 500 000	2 000 000				NOT FUNDED
UPGRADE OF EXISTING TEST CENTRE	750 000.00			CRR	750 000							✔
SMOKE DETECTION BUILDINGS	1 000 000.00	SPLM		CRR					1 000 000			NOT FUNDED
FLEET REPLACEMENT/REFUSE COMPACTORS	22 000 000.00			CRR	6 000 000	4 000 000	4 000 000	4 000 000	4 000 000			✔
FLEET REPLACEMENT (UNFUNDED PORTION)	59 000 000.00					10 000 000	10 000 000	12 000 000	12 000 000	15 000 000		NOT FUNDED
COMPUTER EQUIPMENT	42 592 608.00			CRR	4 592 608	4 000 000	5 000 000	27 000 000	2 000 000	4 000 000	4 000 000	✔
SOFTWARE ACQUISTIONS	2 300 000.00			CRR	2 300 000			4 000 000			6 000 000	✔
FURNITURE AND OFFICE EQUIPMENT	16 000 000.00			CRR	3 000 000	3 000 000	3 000 000	3 000 000	4 000 000	4 000 000	6 000 000	✔
	4 193 418 639.00				**536 190 936**	**805 851 930**	**898 736 358**	**726 417 158**	**311 200 000**			

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Sol Plaatje Municipality: Service Delivery and Budget Implementation Plan (2019/20)

FINAL SDBIP

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INTRODUCTION

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following:-

a) Projections of each month of-
   (i) revenue to be collected, by source; and
   (ii) operational and capital expenditure, by vote;
b) Service delivery targets and performance indicators for each quarter; and
c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

In terms of Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview

This SDBIP is the second to be prepared for the IDP covering the next five years (2017 – 2022). The Sol Plaatje Municipality has prepared its 2019/20 SDBIP in line with the above. The SDBIP will serve as a "contract" between the administration, council and the community to deliver on the services outlined in the SDBIP and to manage the finances of the Municipality in a transparent and accountable manner. Not only will the SDBIP serve as an appropriate monitoring tool in the execution of the Municipality's budget to achieve key strategic priorities as set by the Integrated Development Plan (IDP), but will also serve as an essential part of the annual performance contracts for the Municipal Manager and Managers reporting directly to the Municipal Manager and provide a foundation for the overall annual and quarterly organisational performance for the 2019/20 financial year.

The SDBIP includes the following indicators:

- The revenue and expenditure projections per Vote per month.
- Revenue projections by source.
- Capital projects at a ward level and monthly capital cash flow.

- Consolidated service delivery targets and performance indicators per Municipal KPA and IDP Objective.

The SDBIP will therefore also empower the Executive Mayor, Council and other role-players to undertake their appropriate oversight and monitoring roles. The SDBIP will also afford the Executive Mayor (Mayoral Committee), Council Committees and the Municipal Manager the ability to measure in-year progress on the implementation of the IDP Objectives and the Budget.

1.3 Components of the SDBIP

The SDBIP is a layered plan and starts with a Multi-year Performance Plan as part of the IDP which is directly linked to the IDP Objectives. The 2019/20 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the "top layer" of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the diagramme below:

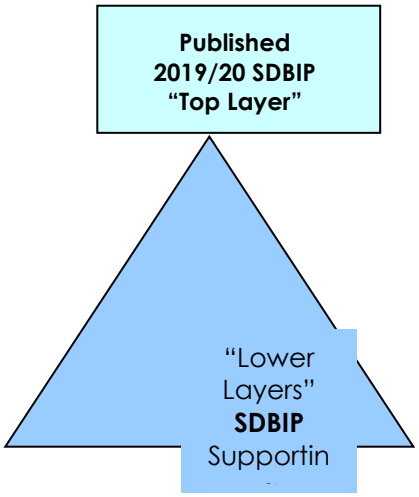


Figure 1: SDBIP

Once the "top layer" SDBIP is set, senior management will develop the "lower layers" of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.

The detail of the departmental SDBIP's will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the "top layer" SDBIP:

- **Monthly Projections of Revenue to be collected by Source**

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services.

While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections.

Projections for revenue by source should also include performance measures in relation to collection rates (amounts collected/amounts billed) to enable monitoring of the effectiveness of credit control policies and procedures.

- **Monthly Projections of Expenditure and Revenue for each Vote**
  These projections relate to cash paid and should reconcile to the cash flow statement adopted as part of the budget documentation.

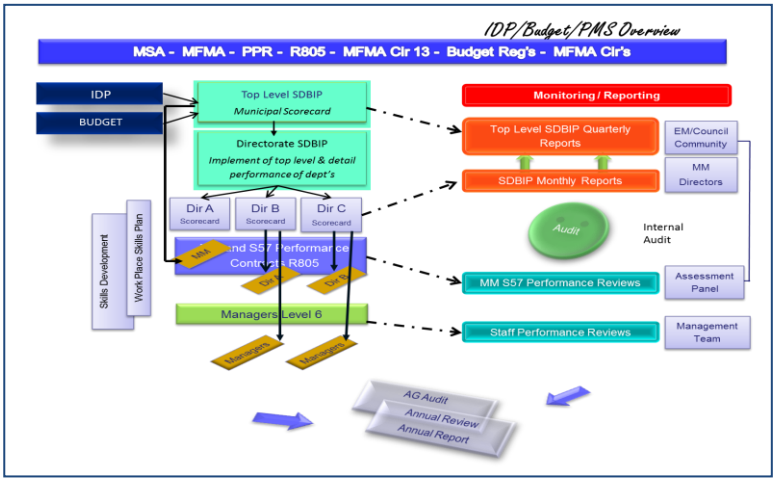
  The SDBIP show monthly projections of revenue by vote in addition to revenue by source. This is done to review the budget projections against actual revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only.

- **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**
  While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

- **Detailed Capital Works Plan broken down by Ward over Three years**
  Information detailing infrastructure projects per ward containing project description and anticipated capital costs over the three-year period.

1.4 SDBIP Link to Strategic Issues in the IDP

The Municipality endeavours to have a seamless link between IDP, as the strategic plan, the SDBIP, which operationalises the IDP and the Budget and the performance agreements of top and middle management – as well as to all levels of staff. This is illustrated in the diagram below:



In reviewing the strategic objectives of the 5-year IDP in relation to both the present contectual issues relating to development in SPM and the latest national and provincial strategies and plans it was found that the current strategic focus of the IDP remains sound and correct and that focus for this MTREF should be on implementiation.

Sol Plaatje Municipality must concentrate on an action-oriented development programme that will see the fruition of the present strategic objectives.

It should also be emphasised that the implementation of this development programme is also dependent on creating the correct preconditions for delivery; including institutional alignment, securing financial resources and creating optimal stakeholder configurations.

During the preparation of the present IDP a process was set in motion to refine the SPM's strategic development strategy with the view to develop its overall strategic objectives in such a way that it provides a better framework for sector-specific and joint work which is integrated and mutually supportive. The process of refining the strategy accepts the validity and urgency of the issues set out in the past, but it argues that Sol Plaatje Municipality should address these issues from a strong base, or common starting point. It also addresses issues around the manner in which the Municipality's strategy is "packaged" and presented – this gave rise to the decision to embark on a long-term Growth and Development Strategy for the Sol Plaatje Municipality.

This strategic agenda should give effect to the vision of the Municipality, namely

SOL PLAATJE – TOWARDS A LEADING AND MODERN CITY

Modern cities are multi nodal, with economic activity and workplaces concentrated in several locations. When cities expand towards the periphery, townships are extremely well-located from an urban access perspective. Galeshewe is strategically located and has the potential to serve as a key nodal point within the municipality.

In order to achieve this vision it will be important for SPM to ensure growth in the local economy in order to be sustainable. The SPM also needs to improve on the efficiency of its services, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives that also encompass all national government priorities, namely:

Include all in society – consultations and programmes
Include all in the economy – rich and poor
Develop post apartheid settlements and pride of place
Provide for universal coverage to deliver access to basic services

Sol Plaatje is a pilot for the "new deal" - the Integrated Urban Development Framework, this is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the "Back to Basics" programme of local government a reality, a new vision "Towards a leading and modern city" is presented in this IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernisation. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:
To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:
To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:
o transformed spatial structure
o economic growth objectives
o universal access to basic services,
o differentiated service requirements of households and human settlements and
economic activity

Governance:
To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.
To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

THE 5 YEAR IDP ACTION PLAN RESOURCED

2.1 Budgeting and IDP Process

The budgeting process is preceded by the preparation of the IDP review.

This is the second review of the IDP in place for 2017/18 to 2021/22. As such it should be emphasised that it is not a new IDP, but rather an analysis of the status quo and an assessment of the relevance of the priorities as identified initially, during the compilation of the IDP as a five-year plan. New challenges and demands need to be understood and incorporated into the reviewed document where appropriate. Funding options for the operational ad capital budget also need to be reviewed.

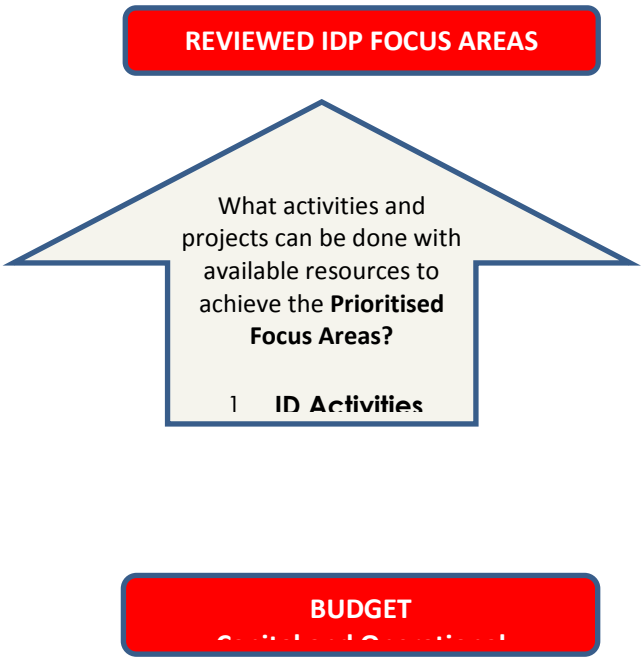
The budget, both capital and operational, addresses the strategic development agenda of the Municipality as per the IDP. During the present IDP review and considering the present IDP implementation progress it was found that SPM has achieved both financial and administrative stability and that emphasis should now be placed on accelerating the implementation of programmes and projects to achieve its strategic objectives outlined in the IDP 2017/18 – 2021/22.

To achieve this goal, priority is given to the following key issues which inform the Municipality's resource allocation and activities for the 2019/20 MTREF – and also aligns to the National Development Plan and Back to Basics Programme:

- **An Infrastructure led growth path in the local economy to ensure sustainable development**

- **Concentrate on the Municipality's core functions, namely to improve the efficiency of its service delivery to households who need it most**
- **Ensure financial sustainability**
- **Improve the effectiveness of the Administration**

Programmes, projects and activities have been identified to address the key focus areas discussed above and have been resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:


REVIEWED IDP FOCUS AREAS
What activities and projects can be done with available resources to achieve the Prioritised Focus Areas?
1 ID Activities
BUDGET

2.2 The 2019/20 MTREF Funding Plan

The Tables below indicate the funding plan to fund the IDP Priorities for the 2019/20 MTREF.

2.2.1 Funding the Operational Budget

The municipality raises its revenue mainly through the sale of municipal services being water and electricity, refuse removal and sanitation. The most significant non exchange revenue source is property rates.

The municipal services are billed monthly based on consumption and approved tariffs. A consolidated bill is then sent out to the customer. The municipality levies rates on land and development within its jurisdiction. Rates are payable annually by no later than 30 September each year or monthly as the municipal account falls due.

The Table below indicates the revenue by source for the 2019/20 MTREF.

Table 1: Revenue by Source for the 2019/20 MTREF to be replaced

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source								
Property rates	2	541 312	541 312	541 312	415 258	578 654	625 994	674 739
Service charges - electricity revenue	2	727 992	617 992	617 992	403 999	763 527	820 800	863 653
Service charges - water revenue	2	268 108	268 108	268 108	184 670	286 042	302 997	324 944
Service charges - sanitation revenue	2	63 813	68 813	68 813	46 921	69 517	73 766	78 731
Service charges - refuse revenue	2	47 595	60 395	60 395	43 147	53 898	57 317	60 690
Rental of facilities and equipment		11 257	11 257	11 257	7 494	11 810	12 307	12 983
Interest earned - external investments		20 000	15 000	15 000	2 769	15 000	21 000	22 000
Interest earned - outstanding debtors		130 490	141 490	141 490	93 391	137 940	130 262	126 478
Dividends received		–	–	–	–	–	–	–
Fines, penalties and forfeits		25 735	25 735	25 735	3 243	26 805	28 413	29 976
Licences and permits		3 450	3 450	3 450	8 571	4 764	5 002	5 277
Agency services		–	–	–	–	–	–	–
Transfers and subsidies		188 874	194 729	194 729	174 080	230 509	224 026	240 687
Other revenue	2	25 213	25 213	25 213	18 430	25 146	26 654	28 110
Gains on disposal of PPE		–	10 000	10 000	579	–	–	–
Total Revenue (excluding capital transfers and contributions)		**2 053 839**	**1 983 495**	**1 983 495**	**1 402 554**	**2 203 612**	**2 328 538**	**2 468 270**

2.2.2 Funding the Capital Budget

The Municipality's Capital Budget can only be funded from the following three sources, namely:

- **Own revenue (Capital Replacement Reserve)**

  In accordance with Sec 18 of the MFMA only revenue surpluses from the previous financial year that are cash backed and not committed for any spending in the following year, can contribute to the capital budget (CRR). After adjustments, it is projected that a total of R27 000 000 is available for the 2019/20 financial year and the total own funds that can be allocated to the CRR over the next 2 years amounts to R68 000 000 based on the table below.

Table 2: Own revenue utilised for funding of capital expenditure

Vote Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Funded by:								
Internally generated funds		36 446	37 552	37 552	14 375	27 000	27 000	41 000
Total Capital Funding	7	333 241	231 113	231 113	98 225	184 285	180 497	209 266

- **Conditional Grants**

  Funding is availed from National Treasury and Provincial Treasury for service delivery projects with prescribed conditions attached to it, which inter alia means that the funding cannot be used for any other purpose, except for the approved projects as pertained in the business plan submitted.
  The following grants as per table below were gazetted:

Table 3: Transfers and grant receipts

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Ref	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:	1, 2						
Operating Transfers and Grants							
National Government:		**180 061**	**183 202**	**183 202**	**202 709**	**215 741**	**232 402**
Local Government Equitable Share							
Equitable Share		171 424	171 424	171 424	189 151	205 041	222 702
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		3 137	3 137	3 137	3 608	–	–
Infrastructure Skills Development Grant [Schedule 5B]		3 800	6 941	6 941	6 500	8 000	7 500
Local Government Financial Management Grant [Schedule 5B]		1 700	1 700	1 700	1 700	1 700	1 700
Municipal Disaster Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		–	–	–	1 750	1 000	500
Neighbourhood Development Partnership Grant		–	–	–	–	–	–
Provincial Disaster Recovery Grant [Schedule 5B]		–	–	–	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–
Provincial Government:		**8 813**	**10 078**	**10 078**	**27 800**	**8 285**	**8 285**
Capacity Building		–	–	–	–	–	–
Expanded Public Works Programme		–	515	515	–	–	–
Health		–	750	750	–	–	–
Libraries; Archives and Museums		8 813	8 813	8 813	–	–	–
Specify (Add grant description)		–	–	–	27 800	8 285	8 285
District Municipality:		**–**	**1 450**	**1 450**	**–**	**–**	**–**
14/15: AWARENESS PROGRAMMES		–	–	–	–	–	–
Finance and Admin		–	1 450	1 450	–	–	–
IT Related Projects		–	–	–	–	–	–
Public Safety		–	–	–	–	–	–
Other grant providers:		**–**	**–**	**–**	**–**	**–**	**–**
Total Operating Transfers and Grants	5	**188 874**	**194 729**	**194 729**	**230 509**	**224 026**	**240 687**
Capital Transfers and Grants							
National Government:		**278 063**	**186 560**	**186 560**	**157 285**	**153 497**	**168 266**
Infrastructure Skills Development Grant [Schedule 5B]		29 997	29 997	29 997	–	–	–
Integrated National Electrification Programme		–	–	–	35 998	21 000	21 880
Municipal Infrastructure Grant		48 816	54 619	54 619	51 287	52 497	56 386
Municipal Water Infrastructure Grant		–	–	–	–	–	–
Neighbourhood Development Partnership Grant		171 699	58 000	58 000	40 000	40 000	40 000
Regional Bulk Infrastructure Grant		10 551	15 494	15 494	–	–	–
Water Services Infrastructure Grant		17 000	28 450	28 450	30 000	40 000	50 000
Provincial Government:		**7 000**	**7 000**	**7 000**	**–**	**–**	**–**
Capacity Building		7 000	7 000	7 000	–	–	–
Libraries; Archives and Museums		–	–	–	–	–	–
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**
Other grant providers:		**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Transfers and Grants	5	**285 063**	**193 560**	**193 560**	**157 285**	**153 497**	**168 266**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**473 937**	**388 290**	**388 290**	**387 794**	**377 523**	**408 953**

Indicated in the table below is the grant linked to each project:

Table 4: Projects linked to grants

Grant	Amount Gazetted	Project/s funded by the grant
IUDG	12 668 255	Homevale Fire Station
IUDG	376 860	Lerato park construction of bulk water mains
IUDG	24 805 514	Lerato Park Sewer upgrading of downstream infrastructure
IUDG	13 436 371	Upgrade gravel roads wards 6,7,9,10,15
Sub Total	**51 287 000**	
NDPG	40 000 000	Upgrade of Storm water channels in Galeshewe
Sub Total	**40 000 000**	
WSIG	15 000 000	Sewer line Seleke / Homevale sewer line
WSIG	10 000 000	Reconstruction old sink toilets Kutlwanong
WSIG	5 000 000	Carter glen pump station sewer
Sub Total	**30 000 000**	
INEP	2 373 600	Electrification of Witdam -138 houses
INEP	18 920 000	Electrification of Golf course – 1100 houses
INEP	1 909 200	Electrification of Donkerhoek – 111 houses
INEP	4 128 000	Electrification of Waterloo – 240 houses
INEP	1 823 200	Electrification of Ramorwa -106 houses
INEP	1 844 000	Lerato Park link services Network strengthening
EEDSM	5 000 000	Upgrading of streetlights
Sub Total	**35 998 000**	
Total	**157 285 000**	

The upgrading of storm water in Galeshewe is currently the biggest project on the capital budget with a total allocation through the NDPG of R40 000 000 for 2019/20 and R110 00 000 over the MTREF. This project will replace all the existing storm water drainage in the greater Galeshewe and will greatly reduce the huge storm water problems experienced in the area as well as reduce the pressure on the roads.

In addition to this, R13 436 371 has been allocated for the paving of roads in Galeshewe. As paving is being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R30 000 000 has been allocated over the MTREF and for 2019/20, R5 000 000 for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R26 661 723 has been earmarked for these projects, with the areas mentioned in the table above for electrification during 2019/20.

- **Long term borrowings**

  It is not anticipated at this stage that the Municipality will take up any new long term loans for this IDP Cycle.

Table 5 below depicts the funding sources for capital for the 2019/20 MTREF

Table 5: Capital Funding Sources for the 2018/19 MTREF

Vote Description	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Funded by:								
National Government		296 795	193 560	193 560	83 849	157 285	153 497	168 266
Provincial Government		–	–	–	–	–	–	–
District Municipality								
Other transfers and grants								
Transfers recognised - capital	4	**296 795**	**193 560**	**193 560**	**83 849**	**157 285**	**153 497**	**168 266**
Borrowing	6							
Internally generated funds		36 446	37 552	37 552	14 375	27 000	27 000	41 000
Total Capital Funding	7	**333 241**	**231 113**	**231 113**	**98 225**	**184 285**	**180 497**	**209 266**

2.2.3 The 5 Year Key Performance Indicators and Targets

A Multi-Year Municipal Performance Plan setting the necessary annual KPI's and targets for each IDP Objective aligned to the key focus areas for the 2019/20 MTREF has been prepared considering the available resources and possible financial risks as discussed above (sections 2.1.1 and 2.2.2).

This Multi-year Municipal Performance Plan (attached as Annexure 1) is aligned to the Municipal Development Strategy as well as the other spheres of government's priorities. In this manner Sol Plaatje ensures that when it actually implement projects and complete operational activities that it will contribute to the overall priorities set for the development of South Africa, and not only for its local area.

3. THE 2019/20 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

3.1 The 2019/20 MTREF Budget

Table below indicates the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2019/20 MTREF period.

Table 6: Revenue Budget aligned to IDP Strategic Objectives

NC091 Sol Plaatje - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)								
Strategic Objective	Goal	Goal Code	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand			Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
GOOD GOVERNANCE AND PUBLIC PARTICIPATION			271 509	279 224	279 224	310 907	300 219	311 747
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT			556 928	556 928	556 928	596 060	643 468	692 509
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION			7 564	10 705	10 705	10 176	11 897	11 611
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			1 208 943	1 127 743	1 127 743	1 277 609	1 363 558	1 442 480
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality	A	8 895	8 895	8 895	8 860	9 396	9 923
Allocations to other priorities								
Total Revenue (excluding capital transfers and contributions)			**2 053 839**	**1 983 495**	**1 983 495**	**2 203 612**	**2 328 538**	**2 468 270**

The municipality's expenditure for the 2019/20 budget and MTREF is informed by the following:

Modelling of feasible and sustainable budgets over the medium term,
Cognisance of international, national and local economic- and fiscal conditions,
Expenditure limits set by realistic and realisable revenue levels,
The asset repairs and maintenance goals,
Relevant (budget and other) legislative imperatives, and
Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

The Tables below indicate the Municipality's monthly financial targets for the 2019/20 financial year.

Table 7: Monthly Revenue Targets per Source for the 2019/20 Financial Year

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates		48 221	48 221	48 221	48 221	48 221	48 221	48 221	48 221	48 221	48 221	48 221	48 221	578 654	625 994	674 739
Service charges - electricity revenue		63 627	63 627	63 627	63 627	63 627	63 627	63 627	63 627	63 627	63 627	63 627	63 627	763 527	820 800	863 653
Service charges - water revenue		23 837	23 837	23 837	23 837	23 837	23 837	23 837	23 837	23 837	23 837	23 837	23 837	286 042	302 997	324 944
Service charges - sanitation revenue		5 793	5 793	5 793	5 793	5 793	5 793	5 793	5 793	5 793	5 793	5 793	5 793	69 517	73 766	78 731
Service charges - refuse revenue		4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	53 898	57 317	60 690
Rental of facilities and equipment		76	76	76	76	76	76	76	76	76	76	76	10 976	11 810	12 307	12 983
Interest earned - external investments		1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	15 000	21 000	22 000
Interest earned - outstanding debtors		7 583	7 583	7 583	7 583	7 583	7 583	7 583	7 583	7 583	7 583	7 583	54 523	137 940	130 262	126 478
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	13 802	26 805	28 413	29 976
Licences and permits		397	397	397	397	397	397	397	397	397	397	397	397	4 764	5 002	5 277
Agency services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	230 509	230 509	224 026	240 687
Other revenue		1 350	1 350	1 350	1 350	1 350	1 350	1 350	1 350	1 350	1 350	1 350	10 290	25 146	26 654	28 110
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and cont		**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**157 809**	**467 718**	**2 203 612**	**2 328 538**	**2 468 270**

Table 8: Monthly Expenditure Targets per Type for 2019/20

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type																
Employee related costs		64 135	64 135	64 135	64 135	64 135	64 135	64 135	64 135	64 135	64 135	64 135	65 476	770 966	818 205	864 258
Remuneration of councillors		2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	2 646	31 753	33 817	35 846
Debt impairment		18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	226 000	240 800	259 984
Depreciation & asset impairment		5 967	5 967	5 967	5 967	5 967	5 967	5 967	5 967	5 967	5 967	5 967	5 967	71 600	76 724	81 747
Finance charges		2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	24 661	23 543	22 343
Bulk purchases		51 458	51 458	51 458	51 458	51 458	51 458	51 458	51 458	51 458	51 458	51 458	51 458	617 500	669 370	709 325
Other materials		14 256	14 256	14 256	14 256	14 256	14 256	14 256	14 256	14 256	14 256	14 256	34 411	191 225	178 868	195 314
Contracted services		4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	4 300	51 605	54 694	57 697
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	7 670	7 670	7 710	7 749
Other expenditure		16 769	16 769	16 769	16 769	16 769	16 769	16 769	16 769	16 769	16 769	16 769	16 769	201 231	215 276	223 274
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**180 420**	**209 586**	**2 194 210**	**2 319 006**	**2 457 537**

Table 9: Capital Budget Funding Sources for 2019/20

	2019/20	
Sphere of Government	**Amount**	**Weighting**
National	157 285	85.35%
Provincial	–	0.00%
Internally generated funds	27 000	14.65%
	184 285	**100.00%**

Table 10 below indicate the capital contribution to the IDP Objectives for the 2019/20 Financial Year.

Table 10: Capital Contribution to the IDP Objectives

NC091 Sol Plaatje - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				–	–	149 054	185 511	90 351	90 351	82 105	71 000	90 000
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				–	–	96 704	147 730	140 762	140 762	102 180	109 497	119 266
Allocations to other priorities			3									
Total Capital Expenditure			1	–	–	245 758	333 241	231 113	231 113	184 285	180 497	209 266

Table 11: Monthly Capital Expenditure per Municipal Vote: 2019/20

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Multi-year expenditure *to be appropriated*	1															
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		4 667	4 667	4 667	4 667	4 667	4 667	4 667	4 667	4 667	4 667	4 667	17 335	68 668	71 000	90 000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		500	500	500	500	500	500	500	500	500	500	500	10 500	16 000	34 547	41 110
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**5 167**	**27 835**	**84 668**	**105 547**	**131 110**
Single-year expenditure *to be appropriated*																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	–	–	–	–	–	–	–	–	13 436	13 436	–	–
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	72 430	86 180	74 950	78 156
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**1 250**	**85 867**	**99 617**	**74 950**	**78 156**
Total Capital Expenditure	2	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**6 417**	**113 702**	**184 285**	**180 497**	**209 266**

Table 12 : Capital Project Schedule for 2019/20 per Vote and Ward

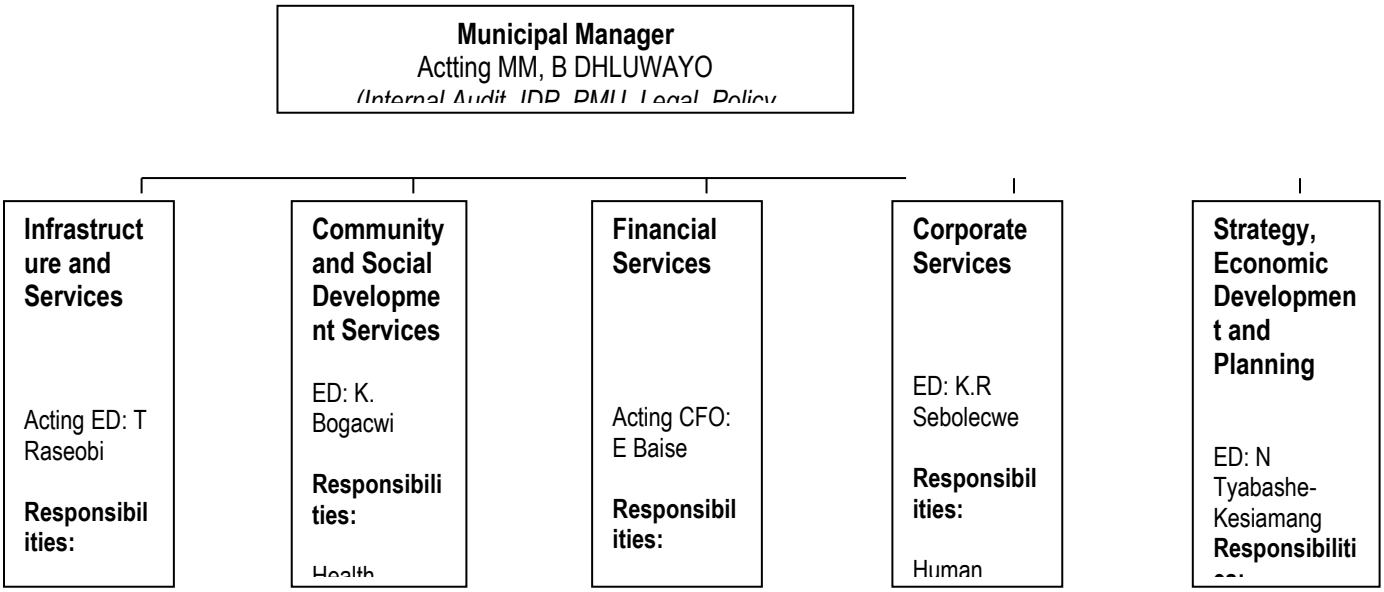
Projects	Ward	Funding Source	2019/2020	
			Internal	Grant
Replacement of computer equipment	ALL	CRR	5 000 000	
Replacement of loose equipment	ALL	CRR	3 000 000	
Upgrade gravel roads wards 6,7,9,10,15	Various	IUDG		13 436 371
Homevale Fire Station	1,2,3	IUDG		12 668 255
Upgrade of Storm water channels in Galeshewe	Various	NDPG		40 000 000
Reselling of erven	Various	CRR	2 000 000	
Fleet Replacement Programme	All	CRR	6 000 000	
Electrification of Witdam -138 houses		INEP		2 373 600
Electrification of Golf course - 1100 houses		INEP		18 920 000
Electrification of Donkerhoek - 111 houses		INEP		1 909 200
Electrification of Waterloo 240 houses		INEP		4 128 000
Electrification of Ramorwa -106 houses	22	INEP		1 823 200
Lerato Park link services Network strengthening	28	INEP		1 844 000
Herlear 11kV Switchgear	All	CRR	5 000 000	
Reconstruction old sink toilets Kutlwanong	All	WSIG		10 000 000
Carter glen pump station sewer	26	WSIG		5 000 000
EEDSM streetlights and own buildings	All	EEDMS		5 000 000
Lerato park construction of bulk water mains	28	IUDG		376 860
Lerato Park Sewer upgrading of downstream infrastruc	28	IUDG		24 805 514
Water Meter Replacement	All	CRR	3 000 000	
Replacement of prepaid meters	All	CRR	3 000 000	
Sewer line Seleke / Homevale sewer line	All	WSIG		15 000 000
TOTAL			**27 000 000**	**157 285 000**
GRAND TOTAL			**184 285 000**	

3.2 CONSOLIDATED SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The Service Delivery Targets and Performance Indicators per National and Municipal Key Performance Areas (KPA's) are discussed below.

3.2.1 Macro Structure

The Key Performance Indicators identified for the 2019/20 Financial Year are per Municipal Vote (Directorate). It assigns the responsibility of each Directorate for its specific KPI and target - see diagramme below and Annexure 1 (Multi-year Targets) and Annexure 2 (Quarterly Targets). These KPI's and Targets again inform the Performance Contract for the Municipal Manager and Managers accountable to the Municipal Manager as well as middle managers up to job level 6 (See Diagramme below).



3.2.2 Multi-year Performance Plan (Annexure 1)

The Multi-year Municipal Performance Plan (Annexure 1) represents the key indicators at an organisational level for the remainder of this IDP Cycle. The indicators are also aligned with the national and provincial performance indicators and the overall strategic agenda of the municipality as well as LGTAS Focus Areas to ensure alignment with the IDP and Budget. It also informs the SDBIP for 2019/20.

3.2.3 Service Delivery Quarterly Targets and Performance Indicators per key performance indicators 2019/20 SDBIP (Annexure 2)

Annexure 2 indicates the KPI's and Quarterly Targets for the 2019/20 financial year – the second year of the multi-year performance plan.

Annexure 1: 2019/20 SDBIP Service Delivery Targets per Key Performance Area

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
1. Local Economic Development							
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position							
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to award tenders	12	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award	Average time in weeks to award tenders	6	6	6	6	6	6
Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually	Average response time in weeks to approve building plans	10	10	10	10	10	10
Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.	Average response time in weeks to approve building plans	6	6	6	6	6	6
To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2020 in terms of the SPLUMA by-law (2015)	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%
To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)	Percentage of building plans approved	100	100	100	100	100	100
1.2 Marketing the municipality as premier destination for tourism and investment							
Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis	Number of marketing platforms created (events)	4	4	4	4	4	4
1.4 To capacitate SMME's and local entrepreneurs							
To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	60%	60%	60%	60%	60%	60%

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020	Compliance with the predetermined time frames	100%	100%	100%	100%	100%	100%
Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually	Number of business provided with a developmental programme	10	10	10	10	10	10
1.5 To develop sustainable living through job creation (EPWP and other initiatives)							
Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020	Number of jobs created	300	300	300	300	320	330
1.7 To position the market as a productive and profitable section of the municipality							
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020	Assessment of Business Plan	1	1	1	1	1	1
2. Basic service delivery and Infrastructure development							
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.							
To complete the construction of the Homevale Fire Station by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	100%	0
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020	% call-outs that were responded to within the time limits	85%	85%	85%	85%	85%	85%
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%	70%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects							
To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)	Distance of km paved	12km	7 km	7 km	4.5 km	10 km	5 km
To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	80%	80%	80%	100%	100%	

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)							
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020	Percentage of identified fleet items delivered at year end	100%	0	0	100%	100%	100%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure							
To complete the replacement of the 66KV oil circuit breakers at the Herlear Substation with SF6 by 30 June 2020	Percentage completion as per project progress reports	50%	50%	50%	100%	0	0
To complete the replacement of the 11KV Circuit breakers at Herlear Substation by 30 June 2020	Percentage completion as per project progress reports	50%	50%	50%	100%	0	0
To appoint an Electrical Engineer Consultant for the Lerato Park link services Network Strengthening Bulk Project by 30 June 2020	% Completion of the process as per tender document, appointment letter and minutes	New	New	New	100%		
To complete 100% of the project for the convertion of streetlights with energy efficient lighting by 30 June 2020	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure							
To complete the bulk water connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete the bulk sewer connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete the water pipe replacement project at the following area: Newton by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To spend at least 8% of the operational budget to repairs and maintenance annually	Percentage of operating budget spend on R&M	8%	8%	8%	8%	8%	8%
To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020	Percentage completion as per project progress reports	30%	30%	30%	10%	50%	100%

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services							
To replace 2500 water meters by 30 June 2020	Number of water meters replaced	2500	2500	2500	2500	2500	2500
To complete the electrification of 1695 houses for Golf course(1100), Ramorwa (106), Donkerhoek (111), Witdam (138) and Waterloo (240) by 30 June 2020	Number of houses connected to electricity network	New	New	New	1 695	1695	1695
To replace at least 2500 prepaid electricity meters by 30 June 2020	Number of electricity meters replaced	2500	2500	2500	2500	2500	2500
Decrease electricity losses to 18% by 30 June 2020	Percentage electricity loss	18%	18%	18%	18%	17%	16%
Decrease water losses to 45% by 30 June 2020	Percentage water loss	45%	45%	45%	45%	40%	35%
16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020	Number of indigents per the indigent register	15 500	15 500	15 500	16 000	17 500	18 500
To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019	Percentage completion as per project progress reports	100%	100%	100%	100%	0	0
To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation							
To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020	Percentage Blue Drop Status achieved	97%	97%	97%	97%	97%	97%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020	Percentage Green Drop Status achieved	90%	90%	90%	90%	90%	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements							

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
To plan and survey 1200 erven in Ritchie and Fluffy Park by 30 June 2020	Layout Plan and Draft SG diagram	New	New	New	1200	0	0
2.11 To improve the public transport system and services							
To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	100%	100%	100%	60%	100%	
3. Municipal Institutional Development and Transformation							
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector							
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	2	2	2	2	2
3.2 To improve effective human resource development to staff and Councillors							
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020	Record of review and recommendations made and review performed	100%	100%	100%	100%	100%	100%
Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually	Number of review meetings held	1	1	1	1	1	1
Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020	% compliance to the EAP	72%	72%	72%	72%	72%	72%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality							
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2020	Number of meetings held and attendance registers	4	4	4	4	4	4
3.4 To provide a basis for sustainable municipal performance improvement							
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	1	1	1	1	1	1
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20	No of Reports submitted	4	4	4	4	4	4

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.	Number of communications provided	4	4	4	4	4	4
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020	Number of assessments conducted	2	2	2	2	2	2
Submit the final IDP document for adoption to Council by 31 May annually	Tabled IDP for Council adoption	1	1	1	1	1	1
Submit the final SDBIP to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	1	1	1	1	1	1
4. Municipal financial viability and management							
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams							
Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management							
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2020	Percentage capital spending	95%	95%	95%	95%	95%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	95%	95%	95%	95%	95%	95%
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 200 days by 30 June 2020	Net debtor days	200	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	3	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	12	12	12	12	12
5. Good Governance and Public Participation							
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls							

Description	Unit of measurement	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year	Number of internal audit reports completed	10	10	10	10	10	10
To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020	Percentage successful appeals	5%	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	1	1	1	1	1	1
To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	4	4	4	4	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	1	1	1	1	1	1
5.3 To promote community participation and communication							
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	12	12	12	12	12	12
To respond to all media enquires and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h	24h

Annexure 2: 2019/20 SDBIP Service Delivery Quarterly Targets per Key Performance Area

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Local Economic Development						
IDP Strategic Objective Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. **IDP Strategic Objective Spatial Transformation**: To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities						
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position						
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to award tenders	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award	Average time in weeks to award tenders	6	6	6	6	6
Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually	Average response time in weeks to approve building plans	10	10	10	10	10
Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.	Average response time in weeks to approve building plans	6	6	6	6	6
To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2020 in terms of the SPLUMA by-law (2015)	Percentage of land use applications approved	100%	100%	100%	100%	100%
To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)	Percentage of building plans approved	100	25	50	75	100
1.2 Marketing the municipality as premier destination for tourism and investment						
Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis	Number of marketing platforms created (events)	4	1	1	1	1

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.4 To capacitate SMME's and local entrepreneurs						
To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	60%	60%	60%	60%	60%
To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020	Compliance with the predetermined time frames	100%	30%	50%	80%	100%
Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually	Number of business provided with a developmental programme	10	3	2	2	3
1.5 To develop sustainable living through job creation (EPWP and other initiatives)						
Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020	Number of jobs created	300	100	150	220	300
1.7 To position the market as a productive and profitable section of the municipality						
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020	Assessment of Business Plan	1	0	0	0	1
2. Basic service delivery and Infrastructure development						
IDP Strategic Objective Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives universal access to basic services, differentiated service requirements of households and human settlements and economic activity						
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.						
To complete the construction of the Homevale Fire Station by 30 June 2020	Percentage completion as per project progress reports	100%	45%	65%	85%	100%
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020	% call-outs that were responded to within the time limits	85%	85%	85%	85%	85%

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects						
To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)	Distance of km paved	4.5 km	0	1 km	2 km	4.5 km
To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	100%	0%	70%	80%	100%
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)						
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020	Percentage of identified fleet items delivered at year end	100%	20%	30%	60%	100%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure						
To complete the replacement of the 66KV oil circuit breakers at the Herlear Substation with SF6 by 30 June 2020	Percentage completion as per project progress reports	100%	0	60%	80%	100%
To complete the replacement of the 11KV Circuit breakers at Herlear Substation by 30 June 2020	Percentage completion as per project progress reports	100%	0	60%	80%	100%
To complete 100% of the project for the convertion of streetlights with energy efficient lighting by 30 June 2020	Percentage completion as per project progress reports	100%	25%	50%	75%	100%
To appoint an Electrical Engineer Consultant for the Lerato Park link services Network Strengthening Bulk Project by 30 June 2020	% Completion of the process as per tender document, appointment letter and minutes	100%	25%	50%	75%	100%
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure						
To complete the bulk water connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	60%	80%	100%	0
To complete the bulk sewer connections for the Lerato park development by 30 June 2020	Percentage completion as per project progress reports	100%	60%	80%	90%	100%

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
To complete the water pipe replacement project at the following area: New by 30 June 2020	Percentage completion as per project progress reports	100%	30%	60%	80%	100%
To spend at least 8% of the operational budget to repairs and maintenance annually	Percentage of operating budget spend on R&M	8%	8%	8%	8%	8%
To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020	Percentage completion as per project progress reports	10%	6%	7%	8%	10%
To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020	Percentage completion as per project progress reports	100%	10%	40%	70%	100%
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services						
To replace 2500 water meters by 30 June 2020.	Number of water meters replaced	2 500	500	600	700	700
To complete the electrification of 1695 houses for Golf course(1100), Ramorwa (106), Donkerhoek (111), Witdam (138) and Waterloo (240) by 30 June 2020	Number of houses connected to electricity network	1 695	0	847	0	1 695
To replace at least 2500 prepaid electricity meters by 30 June 2020	Number of electricity meters replaced	2 500	500	600	700	700
Decrease electricity losses to 18% by 30 June 2020	Percentage electricity loss	18%	18%	18%	18%	18%
Decrease water losses to 45% by 30 June 2020	Percentage water loss	45%	45%	45%	45%	45%
16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020	Number of indigents per the indigent register	16 000	4 000	8 000	12 000	16 000
To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019	Percentage completion as per project progress reports	100%	50%	100%	0	0
To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020	Percentage completion as per project progress reports	100%	10%	40%	70%	100%
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation						

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020	Percentage Blue Drop Status achieved	97%	0	0	0	97%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020	Percentage Green Drop Status achieved	90%	0	0	0	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements						
To Plan and Survey 1200 erven in Ritchie and Fluffy Park by 30 June 2020	Layout Plan and Draft SG diagram	1200	0	0	0	1200
2.11 To improve the public transport system and services						
To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020	Percentage completion as per project progress reports	60%	15%	30%	45%	60%
3. Municipal Institutional Development and Transformation						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector						
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	0	1	0	1
3.2 To improve effective human resource development to staff and Councillors						
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020	Record of review and recommendations made and review performed	100%	0	0	100%	0
Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually	Number of review meetings held	1	0	0	1	0
Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020	% compliance to the EAP	72%	0	72%	0	0
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality						

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020	Percentage of items per the procurement plan delivered	100%	25%	50%	75%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2020	Number of meetings held and attendance registers	4	1	2	3	4
3.4 To provide a basis for sustainable municipal performance improvement						
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	1	0	0	1	0
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20	No of Reports submitted	4	1	2	3	4
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.	Number of communications provided	4	1	2	3	4
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020	Number of assessments conducted	2	0	1	0	1
Submit the final IDP document for adoption to Council by 31 May annually	Tabled IDP for Council adoption	1	0	0	0	1
Submit the final SDBIP to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	1	0	0	0	1
4. Municipal financial viability and management						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams						
Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management						
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2020	Percentage capital spending	95%	20%	45%	60%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	95%	20%	45%	60%	95%

Description	Unit of measurement	Budget Year 2019/20	Quarterly targets 2019/20			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 200 days by 30 June 2020	Net debtor days	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	3	6	9	12
5. Good Governance and Public Participation						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls						
Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year	Number of internal audit reports completed	10	3	2	2	3
To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020	Percentage successful appeals	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	1	0	0	1	0
To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	1	2	3	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	1	0	0	0	1
5.3 To promote community participation and communication						
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	12	3	6	9	12
To respond to all media enquires and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h

BUDGET RELATED POLICIES OVERVIEW AND AMENDMENTS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED POLICIES

List of Budget related policies	Explanation numbers	Approved	Resolution Number	Reviewed
Policy Asset Management	1	28-May-14	C125/05/14	March 2018
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2018
Policy Customer Services Credit Control Debt Collection	1	31-May-18	C38/05/18	March 2018
Policy Indigent	1	28-May-14	C121/05/14	March 2018
Policy Internal Audit	1	17-Nov-05		March 2018
Policy Property Rates	1 and 2	27-May-15	C100/05/15	March 2019
Policy Risk Management	1	17-Nov-05	CR500	March 2018
Policy Supply Chain Management	1 and 2	04-Nov-14	C265/11/14	March 2019
Tariff Policy on Property Rates	1	31-May-18	C38/05/18	March 2018
Tariff Policy on Electricity	1	31-May-18	C38/05/18	March 2018
Tariff Policy on Water	1	31-May-18	C38/05/18	March 2018
Tariff Policy on Sanitation	1	31-May-18	C38/05/18	March 2018
Tariff Policy on Refuse Removal/Solid Waste	1	31-May-18	C38/05/18	March 2018
Policy Debt Write-off	1 and 2	28-May-14	C125/05/14	March 2019
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2018
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2018
Policy Borrowing	1	28-May-14	C125/05/14	March 2018
Policy irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2018
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2018
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2018
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2018
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2018
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2018
Consumer Deposit Policy New	1	31-May-17	C60/05/17	March 2018
Free Basic Services Policy New	1	31-May-17	C60/05/17	March 2018
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2018
Contracts Policy New	1 and 2	31-May-17	C60/05/17	March 2019
SSEG PV Policy New	1	31-May-17	C60/05/17	March 2018
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2018
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2018
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2018

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: **www.solplaatje.org.za.**
2. Policy to be approved with final budget process 2019/20.

SOL PLAATJE MUNICIPALITY

SUPPLY CHAIN MANAGEMENT POLICY

Final Version 1.0 of March 2019

Reviewed by Council in March 2019

MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY
LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

SUPPLY CHAIN MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS

Adoption and Review	Council Resolution Date	Council Resolution number
Original adoption	17 November 2005	*CR500*
Reviewed and amended	8 February 2006	*C26*
Reviewed and amended	17 February 2010	*C75/10*
Reviewed and amended	02 March 2011	C85/11
Reviewed and amended	29 August 2012	C214/12
Reviewed and amended	07 August 2013	*C175/08/13*
Reviewed and amended	04 November 2014	*C265/11/14*
Reviewed and amended	24 February 2016	*C68/2/16*
Reviewed and amended	28 March 2018	

Council resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the following proposal as the Supply Chain Management Policy of the **Sol Plaatje Municipality.**

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Definitions

In this Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act and relevant Regulations has the same meaning as in the Act and relevant Regulations, and

"black people" is a generic term which means Africans, Coloureds and Indians as defined in the Broad-Based Black Empowerment Act (No. 53 of 2003);
"black designated groups" " has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act. In the context of this policy it shall therefore mean black people; women; people with disabilities; or small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 2.11. (Act No. 102 of 1996);
"contract" " means the agreement that results from the acceptance of a bid by an organ of state
"competitive bidding process" means a competitive bidding process referred to in paragraph 12 (1) (d) of this Policy;
"competitive bid" means a bid in terms of a competitive bidding process;
"designated sector" means a sector, sub-sector or industry or product designated in terms of section 8(1)(a) of Preferential Procurement Regulations of 2017;
"EME" means an exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"emergency procurement" emergency cases are cases where immediate action is necessary in order to avoid dangerous or risky situation (life threatening) or misery such as floods or fires.
"exceptional/urgent Cases" exceptional cases are cases where early delivery is of critical importance and the invitation of competitive bids is either impossible or impractical. However, a lack of proper planning should not be constituted as an urgent case subject to the approval of the Accounting Officer. The nature of the urgency and the details of the justifiable procurement must be recorded.
"final award", in relation to bids or quotations submitted for a contract, means the final decision on which bid or quote to accept;
"formal written price quotation" means quotations referred to in paragraph 12 (1) (c) of this Policy;
"in the service of the state" means to be –

(a) a member of –
  (i) any municipal council;
  (ii) any provincial legislature; or
  (iii) the National Assembly or the National Council of Provinces;
(b) a member of the board of directors of any municipal entity;
(c) an official of any municipality or municipal entity;

(d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
(e) a member of the accounting authority of any national or provincial public entity; or
(f) an employee of Parliament or a provincial legislature;

"Irregular expenditure" means expenditure, other than unauthorized expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation

"long term contract" means a contract with a duration period exceeding one year;
"list of accredited prospective providers" means the list of accredited prospective providers which the municipality must keep in terms of paragraph 14 of this policy;
"other applicable legislation" means any other legislation applicable to municipal supply chain management, including –
(a) the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
(b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); and
(c) the Construction Industry Development Board Act, 2000 (Act No.38 of 2000);

"military veteran" has the meaning assigned to it in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011)
"QSE" means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"rural area" means- a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; oran area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;
"Sub-contracting" means the primary contractor assigning or leasing or making out work to, or employing another person or contractor to support such primary contractor in the execution of part of the project in terms of the contract.
"Treasury guidelines" means any guidelines on supply chain management issued by the Minister in terms of section 168 of the Act;
"the Act" means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
"the Regulations" means the Local Government: Municipal Finance Management Act, 2003, Municipal Supply Chain Management Regulations published by Government Notice 868 of 2005;
"township" means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;

"written or verbal quotations" means quotations referred to in paragraph 12(1)(b) of this Policy.

"municipality" means the Sol Plaatje Local Municipality.

"Accounting Officer" in relation to Sol Plaatje Municipality, means the Accounting Officer referred to in Section 60 of the Municipal Finance Management Act, No. 56 of 2003, in relation to a municipal entity , means the official referred to in section 93, and includes a person acting as the Accounting Officer.

"municipal entity" has the meaning assigned to it by section 1 of the Municipal Systems Act, 2000.

"SPLM" means the Sol Plaatje Local Municipality

"sole provider" means a provider of specialized or exclusive goods/services who has a sole distribution/patent/manufacturing rights and copyrights.

"**accredited agent**" means a provider who is authorized to deliver certain goods/services and can be trading in a specific area, however an accredited agent is not a sole provider.

"**accredited**" means goods/services that are officially recognized, are generally accepted or having a guaranteed quality.

"youth" has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

CHAPTER 1

IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

2. Supply chain management policy

(1) All relevant role players in the supply chain management system of the Sol Plaatje Municipality must implement this Policy in a way that –

(a) gives effect to –

(i) section 217 of the Constitution; and

(ii) Part 1 of Chapter 11 and other applicable provisions of the Act;

(b) is fair, equitable, transparent, competitive and cost effective;

(c) complies with –

(i) Chapter 2 of the Regulations Framework; and

(ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;

(d) is consistent with other applicable legislation;

(e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and

(f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

(2) This Policy applies when the municipality:

(a) procures goods, services or infrastructure deliveries;

(b) disposes goods no longer needed;

(c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or

(d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.

(3) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including –

(a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and

(b) electricity from Eskom or another public entity, another municipality or a municipal entity.

3. Amendment of the supply chain management policy

(1) The Accounting Officer must –
  (a) at least annually review the implementation of this Policy; and
  (b) when the Accounting Officer considers it necessary, submit proposals for the amendment of this Policy to council.

(2) If the Accounting Officer submits proposed amendments to council that differs from the model policy issued by the National Treasury, the Accounting Officer must –
  (a) ensure that such proposed amendments comply with the Regulations, chapter 2; and
  (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.

(3) When amending this supply chain management policy, the municipality must take account of the needs for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

4. Delegation of supply chain management powers and duties

(1) The council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer –
  (a) to discharge the supply chain management responsibilities conferred on Accounting Officers in terms of –
    (i) Chapter 8 or 10 of the Act; and
    (ii) this Policy;
  (b) to maximize administrative and operational efficiency in the implementation of this Policy;
  (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favoritism and unfair and irregular practices in the implementation of this Policy; and
  (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.

(2) Sections 79 and 106 of the Act apply to the sub-delegation of powers and duties delegated to an Accounting Officer in terms of subparagraph (1).

(3) The Accounting Officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality;

(4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

5. Sub-delegations

(1) The Accounting Officer may in terms of section 79 or 106 of the Municipal Finance Management Act and sections 4 and 5 of the Supply Chain Management Regulations as well as the Delegation Register of the municipality sub-delegate any supply chain management powers and duties, including those delegated to the Accounting Officer in terms of this Policy, but any such sub-delegation must be consistent with sub-paragraph (2) of this paragraph and paragraph 4 of this Policy.

(2) The power to make a final award –
- (a) above R10 000 000 (VAT included) may not be sub-delegated by the Accounting Officer.
- (b) above R200 000 (VAT included) but not exceeding R10 000 000 (VAT included) must be sub-delegated to the bid adjudication committee.
- (c) above R30 000 (VAT included) but not exceeding R200 000 (VAT included) may be procured by inviting formal written quotations from as many possible service providers on the list of accredited prospective service providers by the supply chain unit, must be done in accordance with Preferential Procurement Regulations of 2011 and final evaluations and must be approved by head of supply chain management, or his/her delegate. The chief financial officer must be provided monthly with a list of all procurements.
- (d) above R10,000 (VAT included) but not exceeding R30,000 (VAT included) may be procured by inviting formal written quotations from at least 3 (three) prospective service providers. All quotations invited must be recorded and approved by the head of supply chain management, or his/her delegate.
- (e) above R2,000 (VAT included) but not exceeding R10,000 (VAT included) may be procured by inviting verbal or written quotations from at least 3 (three) prospective service providers.

(3) The bid adjudication committee to which the power to make final awards has been sub-delegated in accordance with subparagraph (2) must within five days after each award submit to the Accounting Officer, a written report containing particulars of each final award made by such official or committee during that month, including–
- (a) the amount of the award;
- (b) the name of the person to whom the award was made; and
- (c) the reason why the award was made to that person.

(4) A written report referred to in subparagraph 3 must be submitted –
- (a) to the Accounting Officer, in the case of an award by –

(i) the chief financial officer; or a senior manager or delegate.
(ii) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or

(5) Subparagraphs (3) and (4) of this policy do not apply to procurements out of petty cash. This paragraph may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

(6) No supply chain management decision-making powers may be delegated to an advisor or consultant.

6. Oversight role of council

(1) The council reserves its right to maintain oversight over the implementation of this Policy.

(2) For the purposes of such oversight the Accounting Officer must –

(a) (i) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the supply chain management policy of any municipal entity under the sole or shared control of the municipality, to the council of the municipality; and
(ii) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to council.

(3) The Accounting Officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the Executive Mayor.

(4) The reports must be made public in accordance with section 21A of the Municipal Systems Act.

(5) For the purposes of oversight in accordance with MFMA Circular 77 the Accounting Officer must: –

(a) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the equivalent policy to the council;
(b) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to the council;
(c) within 10 days of the end of each quarter, submit a report on the implementation of the Policy to the Executive Mayor; and
(d) make the reports public in accordance with section 21A of the Municipal Systems Act 0f 2000.

7. Supply chain management unit

(1) A supply chain management unit is hereby established to implement this Policy.
(2) The supply chain management unit operates under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the Act.

8. Training of supply chain management officials

The Accounting Officer and all other officials of the municipality involved in the implementation of the SCM Policy must meet the prescribed competency levels in terms of the National Treasury Competency Regulations-

(i) The municipality must provide opportunities and resources for training of officials preferred to meet the relevant prescribed supply chain management competency levels.
(ii) That National and Provincial Treasury or any other accredited body may assist the municipality in the training of officials in meeting the relevant prescribed supply chain management competency levels.

CHAPTER 2
SUPPLY CHAIN MANAGEMENT SYSTEM

9. Format of supply chain management system

This Policy provides systems for –

(i) demand management;
(ii) acquisition management;
(iii) logistics management;
(iv) asset/disposal management;
(v) risk management; and
(vi) performance management.

Part 1: Demand management

10. System of demand management

(1) The Accounting Officer must establish and implement an effective system of demand management in order to ensure that the resources required by **the municipality** support its operational commitments and its strategic goals outlined in the Integrated Development Plan.

(2) The demand management system must –

(a) include timely planning and management processes through the proper implementation of the consolidated procurement plan to ensure that all goods and services required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality and quantity at a fair cost;
(b) take into account any benefits of economies of scale that may be derived in the case of acquisitions of a repetitive nature; and
(c) provide for the compilation of the required specifications to ensure that its needs are met.
(d) Must undertake appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.

Part 2: Acquisition management

11. System of acquisition management

(1) The Accounting Officer must implement the system of acquisition management set out in this Part in order to ensure –
   (a) that goods and services are procured by the municipality in accordance with authorized processes only;
   (b) that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of the Act;
   (c) that the threshold values for the different procurement processes are complied with;
   (d) that bid documentation, evaluation and adjudication criteria, and general conditions of a contract are in accordance with any applicable legislation; and
   (e) that any Treasury guidelines on acquisition management are properly taken into account.

(2) When procuring goods or services contemplated in section 110(2) of the Act, the Accounting Officer must inform council and must be made public that such goods or services are procured otherwise than through the municipality supply chain management system, including -
   (a) the kind of goods or services; and
   (b) the name of the supplier.

12. Range of procurement processes

(1) Goods and services may only be procured by way of –
   (a) petty cash purchases as determined by Section 12(1)(a) of the Regulations, up to a transaction value of R2 000 (VAT included) per case but physical cash expenditure limited to R200 (VAT inclusive) per case as determined by the Accounting Officer in terms of Section 12(2)(a) of the Regulation and Section 12(2)(i) of the Policy.
   (b) written or verbal quotations for procurements of a transaction value over R2 000 up to R10 000 (VAT included);
   (c) formal written price quotations for procurements of a transaction value over R10 000 up to R200 000 (VAT included); and
   (d) a competitive bidding process for–
      (i) procurements above a transaction value of R200 000 (VAT included); and
      (ii) the procurement of long term contracts (Referred to in section 5) .

(3) Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy. When determining transaction

values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

13. General preconditions for consideration of written quotations or bids

(1) A written quotation or bid may not be considered unless the provider who submitted the quotation or bid –

(a) has furnished the municipality with that provider's –

(i) full name;

(ii) identification number or company or other registration number;

(iii) tax reference number and VAT registration number, if any; original valid tax clearance certificate and Tax Compliance Status (TCS) pin certificate from the South African Revenue Services.

(iv) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears;

(v) Current compliant CSD registration certificate; and

(vi) Original BBBEE certificate accredited by SANAS or a certified Sworn Affidavit for EME's.

(b) Requirements for construction and engineering related bids should be awarded according to CIDB Regulations;

(c) And has indicated –

(i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;

(ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.

(iii) Any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.

14. Lists of accredited prospective providers

(1) The Accounting Officer must –

(a) keep a list of accredited prospective providers of goods and services that must be used for the procurement requirements through written or verbal quotations and formal written price quotations; and

(b) at least once a year through newspapers commonly circulating locally, the website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective bidders.

(c) specify the minimum listing criteria for accredited prospective providers:

(i) physical trading address,

(ii) ownership and HDI status,

(iii) goods/ services provide a valid updated tax certificate from SARS, or any other mans as may be guided or regulated by National Treasury and SARS in this regard. The municipality shall accept the SARS pin-code for tax status validation and for bidders to qualify, a green tax status is acceptable to confirm this information.

(iv) The municipality shall accept the SARS Tax Compliance Status (TCS) pin-code for tax status validation and for bidders to qualify, a green tax status is acceptable to confirm this information

(v) references of services provided,

(vi) municipal accounts up to date.

(vii) Any other criteria that may be added.

(d) disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector, in accordance with the MFMA Circular 46 (as amended from time to time).

(2) The list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.

(3) The list must be compiled per commodity and per type of service.

(4) In the case where the supplier database is maintained by a government department, in this case, National Treasury, through the Central Supplier Database, the municipality shall keep records of service providers at the level of detail that will ensure minimum compliance requirements in as far as status of the municipal account, declaration of interest, relatedness to people in service of state.

15. Petty cash purchases

(1) The conditions for the procurement of goods by means of petty cash purchases referred to in paragraph 12 (1) (a) of this Policy, are as follows –

(a) Council determines the terms on which a manager may delegate responsibility for petty cash to an official reporting to the manager; petty cash threshold to be delegated per month is R2000 per case;

(b) Council determines the maximum number of petty cash purchases or the maximum amounts per month for each manager; threshold per month is R2000 in total per case;

(c) a monthly reconciliation report from the acquisition manager must be provided to the chief financial officer, including –

(i) the total amount of petty cash purchases for that month; and

(ii) receipts and appropriate documents for each purchase.

(d) insert any other conditions determined by the council.

16. Written or verbal quotations

(1) The conditions for the procurement of goods or services through written or verbal quotations, are as follows:

(a) that quotations must be obtained from at least three different service providers preferably from, but not limited to, service providers whose names appear on the list of accredited prospective service providers of the municipality, provided that if quotations are obtained from service providers who are not listed, such service providers must meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;

(b) where no suitable accredited service providers are available from the list, quotations may be obtained from other possible service providers not on the list, provided that such service providers meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;

(c) quotations must be invited on a rotation basis;

(d) to the extent feasible, providers must be requested to submit such quotations in writing;

(e) if it is not possible to obtain at least three quotations, the reasons must be recorded and reported quarterly to the Accounting Officer or another official designated by the Accounting Officer;

(f) the Accounting Officer must record the names of the potential providers requested to provide such quotations with their quoted prices; and

(f) if a quotation was submitted verbally, the order may be placed only against written confirmation by the selected provider.

17. Formal written price quotations

(1) The conditions for the procurement of goods or services through formal written price quotations are as follows:

(a) A central supply chain management unit will obtain in writing quotations from at least three different service providers whose names appear on the list of accredited prospective providers of the municipality;

(b) that quotations must be obtained from at least three different providers preferably from, but not limited to, providers whose names appear on the list of accredited prospective providers of the municipality, provided that if quotations are obtained from providers who are not listed, such providers must meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;

(c) if it is not possible to obtain at least three quotations, the reasons must be recorded and approved by the relevant senior manager, in the absence of whom must be a senior official or an official designated by the Municipal Manager

(d) the head of Supply Chain Management must record the names of the potential providers and their written quotations.

(2) A designated official referred to in subparagraph (1) (c) must within three days of the end of each month report to the chief financial officer on any approvals given during that month by that official in terms of that subparagraph.

18. The procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations, is as follows:

(a) When using the list of accredited prospective service providers the Accounting Officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis;

(b) All requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website and an official notice board of the municipality; evaluation will be on 80:20 point system where 80 points is for price and 20 points for BBBEE status level as per the Preferential Procurement Regulations of 2017.

(c) Offers received must be evaluated on a comparative basis taking into account only unconditional discounts;

(d) the Accounting Officer or chief financial officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a sub-delegation;

(e) Offers below R30 000 (VAT included) must be awarded based on compliance to specifications and conditions of contract, ability and capability to deliver the goods and services and lowest price;

(f) Acceptable offers, which are subject to the BBBEE status level system (PPPFA and associated regulations), must be awarded to the bidder whose offer is according to specifications, has got the ability to deliver the required service, has scored the highest points and is compliant with all the other requirements such as CSD registration;

(g) Minimum requirements for proper record keeping must be complied with.

19. Competitive bids

(1) Goods or services above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to paragraph 11(2) of this Policy.

(2) No requirement for goods or services above an estimated transaction value of R200 000 (VAT included), may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.

(3) Point systems to be used:

3.1	80:20 point principle	80 points for price 20 points for BBBEE status level: (R30 000 – R50 000 000)
3.2	90:10 point system	90 points for price 10 points for BBBEE status level (R50 000 000= plus)

3.3 The specification committee will make proposals if functionality points need to be used, and the evaluations committee will approve a variation in the point system for a specific bid.

3.4 For construction procurements CIDB Act and Regulations to be used for quotations/bids.

20. Process for competitive bidding

(1) The procedures for the following stages of a competitive bidding process are as follows:

(a) Compilation of bidding documentation as detailed in paragraph 21;

(b) Public invitation of bids as detailed in paragraph 22;

(c) Site meetings or briefing sessions as detailed in paragraph 22;
(d) Handling of bids submitted in response to public invitation as detailed in paragraph 23;
(e) Evaluation of bids as detailed in paragraph 28;
(f) Award of contracts as detailed in paragraph 29;
(g) Administration of contracts
    (i) After approval of a bid, the Accounting Officer or an official delegated by the Accounting Officer must enter into a written agreement prior to the implementation thereof.
(h) Proper record keeping;
    (i) Original / legal copies of written contracts agreements should be kept in a secure place for reference purposes.

21. Bid documentation for competitive bids

(1) In addition to regulation 13 the criteria to which bid documentation for a competitive bidding process must –
(a) take into account –
    (i) the general conditions of contract and any special conditions of contract, if specified;
    (ii) any Treasury guidelines on bid documentation; and
    (iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;
(b) include the preference points system to be used, as contemplated in the Preferential Procurement Regulations of 2017 and evaluation and adjudication criteria, including any criteria required by other applicable legislation;
(c) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;
(d) if the value of the transaction is expected to exceed R10 million (VAT included), require bidders to furnish–
    (i) if the bidder is required by law to prepare annual financial statements for auditing, their audited annual financial statements –
        (aa) for the past three years; or
        (bb) since their establishment if established during the past three years;
    (ii) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;

(iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;

(iv) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality or municipal entity is expected to be transferred out of the Republic; and

(e) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law. The Accounting Officer reserves the right to stipulate that such a dispute to be settled utilizing a court of law within the Sol Plaatje municipal district.

22. Public invitation for competitive bids

(1) Timely notification of bidding opportunities is essential in competitive bidding. Bids should be advertised for a minimum period of twenty-one (21) working days before closure in at least the Government Tender Bulletin, e-Tender Publication, CIDB i-Tender system for construction-related tenders, and in any other appropriate media that the *Accounting Officer shall* deem it necessary to ensure greater exposure to potential bidders except in urgent cases when bids may be advertised for such shorter periods as the *Accounting Officer* may determine.

(2) The shortened tender period cannot be less than fourteen (14) working days. The *relevant section* will bear the responsibility for advertising costs. The *department* will maintain a list of responses to the advertisement. The related pre-qualification or bidding document, as the case may be, should be available on the publication date of the advertisement.

(3) The procedure for the invitation of competitive bids is as follows:

(a) Any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality **or** any other appropriate ways which may include the Government Tender Bulletin.

(b) The information contained in a public advertisement, must include –

(i) the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the date on

which the advertisement is placed in a newspaper, subject to subparagraph (2) .;

(ii) a statement that bids may only be submitted on the bid documentation provided by the municipality; and

(iii) date, time and venue of any proposed site meetings or briefing sessions.;

(4) The Accounting Officer may determine a closure date for the submission of bids which is less than the 21 or 14 working days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.

(5) Bids submitted must be sealed; the envelope must contain the bid number and closing date.

(6) Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies.

23. Handling, opening and recording of bids

The time for the bid opening should be the same as the deadline for receipt of bids, or promptly thereafter and should be announced, together with the place for bid opening, in the invitation to bid. To standardize the closing of bids, bids should close at 11:00. All bids must be opened in public at the stipulated time and place, if practical. Notwithstanding the number and volume of the bids received, bidders or their representatives should be allowed to be present at the bid opening meeting. The names of the bidders and if practical, the total price of each bid and of any alternative bids, should be read aloud.

The procedures for the handling, opening and recording of bids, are as follows:

(a) Bids–

(i) must be opened only in public;

(ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired; and

(iii) received after the closing time should be recorded and but not be considered and returned unopened immediately.

(b) Any bidder or member of the public has the right to request that the names of the bidders who submitted bids in time must be read out and, only for construction bids each bidder's total bidding price will be read out as well;

(c) No information, except the provisions in subparagraph (b), relating to the bid should be disclosed to bidders or other persons until the successful bidder is notified of the award; and

(d) The Accounting Officer must –

(i) record in a register all bids received in time;

(ii) make the register available for public inspection; and

(iv) publish the entries in the register and the bid results on the website of the municipality.

24. Two-stage bidding process

(1) A two-stage bidding process is allowed for –
   (a) large complex projects;
   (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
   (c) long term projects with a duration period exceeding three years.

(2) In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.

(3) In the second stage final technical proposals and priced bids should be invited.

25. Negotiations with preferred bidders

(1) The Accounting Officer may, in terms of this Supply Chain Management Policy negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provide that such negotiation –
   (a) does not allow any preferred bidder a second or unfair opportunity
   (b) is not to the detriment of any other bidder; and
   (c) does not lead to a higher price than the bid as submitted.

(2) Minutes of such negotiations must be kept for record purposes.

26. Committee system for competitive bids

(1) A committee system for competitive bids shall consist of the following committees:
   (a) a bid specification committee;
   (b) a bid evaluation committee; and
   (c) a bid adjudication committee;

(2) The Accounting Officer appoints the members of each committee, taking into account section 117 of the Act; and cannot be sub-delegated except for the CFO in the adjudication committee who can appoint a sub-delegate
   (a) All members of the three committees are appointed for 2 years and may be re-appointed for another 2 years and must declare their financial interest, sign the SCM code of conduct, and also declare business interest(s). Technical experts must, if the Municipality has such an expert, form part of the bidding process.

(2) Members of all the bid committees are jointly responsible for the decisions made by the committees in which they serve.

(3) A neutral or independent observer, appointed by the Accounting Officer, must attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency. Such an observer must ensure there is no conflict of interest and should not participate in any government procurement processes.

(4) The committee system must be consistent with –
  (a) paragraph 27, 28 and 29 of this Policy; and
  (b) any other applicable legislation.

(5) The Accounting Officer may apply the committee system to formal written price quotations.

(6) Quorum: The Bid Committees cannot undertake business without a quorum present, consisting of half plus one of its total members with voting powers (rounded to the nearest whole number).

27. Bid specification and Procurement documentation committees

(1) A bid specification committee must compile the specifications for the procurement of goods or services and a procurement documentation committee for infrastructure delivery in accordance with MFMA Circular 77 by the municipality.

(2) Specifications –
  (a) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods, services and infrastructure;
  (b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organization, or an authority accredited or recognized by the South African National Accreditation System with which the equipment or material or workmanship should comply;
  (c) must, where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
  (d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labeling of conformity certification;
  (e) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word “equivalent”;
  (f) must indicate the pre-qualification criteria for preferential procurement as set out in the Preferential Procurement Regulations 2017; and

(g) must be approved by the Accounting Officer or may be delegated to the specification committee prior to publication of the invitation for bids in terms of paragraph 22 of this Policy.

(7) A bid specification committee must be composed of two or more officials appointed for period as determined by the Accounting Officer; one of which is a supply chain management practitioner; a co-opted procurement official responsible for the function which requested the goods or services and an internal or external advisor with no voting rights. The number of co-opted officials or specialists is not restricted.

(8) A procurement documentation committee must be composed of two or more officials appointed for a period as determined by the Accounting Officer; one of which is from the Infrastructure and Services Directorate or Strategy, Economic Development Directorate, a co-opted procurement official responsible for the Infrastructure and a supply chain management practitioner;

(9) The specification and procurement documentation committee will approve the functionality points that must be used and the applicable ratios.

(10) No person, advisor or corporate entity involved with the bid specification and procurement documentation committee, or director of such a corporate entity, may bid for any resulting contracts.

(11) Minutes of the specifications and procurement documentation committee meetings must be kept.

(12) For general goods and services that are frequently procured, a specifications library may be compiled and such specifications revised annually

28. Prequalification criteria for preferential procurement

If the Bid Specification or any other Committee as appointed by the Accounting Officer decides to apply pre-qualifying criteria to advance certain designated groups, the bid shall therefore be advertised with a specific tendering condition that only to one or more of the following tenderers may respond-

(1) a tenderer having a stipulated minimum B-BBEE status level of contributor;
(2) an EME or a QSE
(3) a tenderer subcontracting a minimum of 30% to-
    a. an EME or QSE which is at least 51% owned by black people;
    b. an EME or QSE which is at least 51% owned by black people who are youth; (or an EME or QSE which is at least 51% owned by black people who are women;
    c. an EME or QSE which is at least 51% owned by black people with disabilities;
    d. an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;

e. a cooperative which is at least 51% owned by black people;
f. an EME or QSE which is at least 51% owned by black people who are military veterans; an EME or QSE.

(4) A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender.

29. <u>Bid evaluation and Evaluation committees</u>

(1) A bid evaluation committee for goods and services must –
(a) evaluate bids in accordance with –
(i) the specifications for a specific procurement; and
(ii) the point system must be set out in the supply chain management policy of municipality in terms of regulation 27(2) (f) and as prescribed in terms of the Preferential Procurement Policy Framework Act.
(b) evaluate each bidder's ability to execute the contract;
(c) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears, and;
(d) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.

(2) An evaluation committee for infrastructure must review and compile the evaluation reports by verifying the following: -
(a) the capability and capacity of the bidders;
(b) tax and municipal rates compliance status;
(c) the compulsory declaration has been completed;
(d) the tenderer is not listed in the National Treasury's Register for tender defaulters or list of restricted suppliers.
(e) An original B-BBEE certificates credited by SANAS, or certified copy thereof OR
(f) An original certified B-BBEE sworn affidavit for EME's

(3) A bid evaluation committee for goods and services must as far as possible be composed of-
a) Four (4) members of which one should be a SCM practitioner, an official from the Financial Services Directorate and two (2) other officials from any cross functional section.
(b) Officials including an internal specialist from the department who require the goods and/or services.
(c) The Accounting Officer in consultation with the Senior Managers will appoint the members to the bid evaluation committee and its chairperson; in the absence of the appointed chairperson, members of the committee will elect one of their members to preside as the chairperson

(d) Members of the committee will be appointed for a period determined by the Accounting Officer.

(4) An evaluation committee for infrastructure shall comprise of not less than three (3) people. The chairperson shall be an employee of the municipality with required skills. Other members shall include a SCM practitioner and an official from the department requiring Infrastructure delivery.

30. Validity period

Bidders should be required to submit bids valid for a period not exceeding ninety (90) days. This period should be sufficient to enable the bid committees to complete the comparison and evaluation of bids, review the recommendation and- ward the contract. For construction related tenders, the validity period shall generally not exceed ninety (90) days and in exceptional circumstances, it may be extended beyond the ninety days.

An extension of bid validity, if justified in exceptional circumstances, should be requested in writing from all bidders before the expiration date. The extension should not exceed thirty (30) days to complete the evaluation, obtain the necessary approvals and award the contract.

In the case of fixed price contracts, requests for second and subsequent extensions should be permissible only if the request for extension provides for an appropriate adjustment mechanism of the quoted price to reflect changes of inputs for the contract over the period of extension. Bidders should have the right to refuse such an extension without forfeiting their bid security, but those who are willing to extend the validity of their bids should be required to provide a suitable extension of bid security, if applicable.

31. Evaluation of bids based on functionality as a criterion

In general, the need to invite bids on the basis of functionality as a criterion depends on the nature of the required commodity or service taking into account quality, reliability, viability and durability of a service and the bidder's technical capacity and ability to execute a contract.

When the municipality invites a bid that will also be evaluated on the basis of functionality as a criterion, the *Accounting Officer or the Bid Specifications Committee* must clearly specify the following aspects in the bid documents:

a) *Evaluation criteria for measuring functionality*

The evaluation criterion may include criteria such as the consultant's relevant experience for the assignment, the quality of the methodology; the qualifications of key personnel; transfer of knowledge, etc.

b) *Weight of each criterion*

The weight allocated to each criterion should not be generic but should be determined separately for each bid on a case by case basis.

c) *Applicable value*

The applicable values that will be utilized when scoring each criterion should be objective. As a guide, values ranging from 1 being poor, 2 being average, 3 being good, 4 being very good and 5 being excellent, may be utilized.

d) *Minimum qualifying score for functionality*

The minimum qualifying score that must be obtained for functionality in order for a bid to be considered should not be generic. It should be determined separately for each bid or on a case by case basis. The minimum qualifying score must not be prescribed so low that it may jeopardize the quality of the service required nor so high that it may be restrictive to the extent that it jeopardizes the fairness of the SCM system.

The evaluation criteria for measuring functionality must be objective. The tender documents must specify-

- The evaluation criteria for measuring functionality;
- The points for each criteria and, if any, each sub-criterion; and
- The minimum qualifying score for functionality.
- The minimum qualifying score for functionality for a tender to be considered further-

Points scored for functionality must be rounded off to the nearest two decimal places. A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.

Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the preference point system and any objective criteria envisaged in section 11 of Preferential Procurement Regulation of 2017.

32. Unsolicited proposals

An unsolicited proposal *or* concept means any proposal or concept received by an institution
outside its normal procurement process. An unsolicited bid is mainly or is expected to be submission that must be innovative, unique and provided by a sole supplier.

The municipality is not obliged to consider an unsolicited proposal but may consider such a proposal only if it meets the following requirements:

a. A comprehensive and relevant project feasibility study has established a clear business case; and
b. The product or service involves an innovative design; or
c. The product or service involves an innovative approach to project development and management; or
d. The product or service presents a new and cost-effective method of service delivery.

The *Accounting Officer must* reject the unsolicited proposal if the proposal relates to known institutional requirements that can, within reasonable and practicable limits, be acquired by conventional competitive bidding methods. The following are example of unsolicited bids that may be rejected by the Accounting Officer or Delegate;

a. Relates to products or services which are generally available;
b. Does not fall within the institution's powers and functions;
c. Has not been submitted by a duly authorized representative of the proponent; or
d. Contravenes the provisions of any law.

If the *Accounting Officer or Delegate* decides to reject the unsolicited proposal, he or she must:

a. Notify the authorized representative of the proponent by registered post that the municipality has rejected the unsolicited proposal;
b. Ensure that the *municipality or user department* does not make use of any of the intellectual property or proprietary data in the unsolicited proposal; and

c. Return to the proponent by registered mail all documents received in the unsolicited proposal including any copies of these documents.

If the *Accounting Officer* decides to consider the unsolicited proposal, he or she must send a registered letter to the proponent confirming the decision to consider the unsolicited proposal. If the unsolicited proposal agreement is concluded, the user department must prepare and issue bid documents.

33. Bid adjudication and tender committees

(1) A bid adjudication committee for goods and services must –
  (a) consider the report and recommendations of the bid evaluation committee; and
  (b) either –
    (i) depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final award; or
    (ii) make another recommendation to the Accounting Officer on how to proceed with the relevant procurement.

(2) A bid adjudication committee for goods and services is appointed for period determined by the Accounting Officer and must consist of at least four senior managers of the municipality which must include –
  (a) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and
  (b) at least one senior supply chain management practitioner who is an official of the municipality; and any other 3 senior managers.
  (c) a technical expert in the relevant field who is an official of the Municipality if such a person is available;

(3) Outside technical experts must form part of the adjudication process; they must leave the meeting after advice has been given. Only the standing committee members can be involved in final deliberations and recommendations for final approval.

(4) The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.

(5) Neither a member of a bid evaluation committee, nor an advisor or person assisting the evaluation committee, may be a member of a bid adjudication committee.

(6) (a) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –

(i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears, and;

(ii) notify the Accounting Officer.

(b) The Accounting Officer may –

(i) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in paragraph (a); and

(ii) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.

(7) The Accounting Officer may at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.

(8) The Accounting Officer must comply with section 114 of the Act within 10 working days.

(9) For the purposes of continuity and not to delay meetings the Accounting Officer may also appoint any official to temporarily replace members that are absent from meetings due to illness, leave, etc. The Accounting Officer may also decide whether or not such an official will have the same powers as committee members.

(10) A tender committee for Infrastructure delivery must: -

(a) consider the report and recommendations of the evaluation committee and:

(i) verify that the procurement process which was followed complies with the provisions of this document;

(ii) confirm that the report is complete and addresses all considerations necessary to make a recommendation;

(iii) confirm the validity and reasonableness of reasons provided for the elimination of tenderers;

(iv) consider commercial risks and identify any risks that have been overlooked or fall outside of the scope of the report which warrant investigation prior to taking a final decision; and

(b) refer the report back to the evaluation committee for their reconsideration or make an award of a tender with or without conditions. If the value is under R10 000 000. If above R10 000 000, make recommendation to the Accounting Officer.

(11) The tender committee shall consider proposals regarding the cancellation, amendment, extension or transfer of contracts that have been awarded.

(12) The tender committee shall consider the merits of an unsolicited offer and make a recommendation Accounting Officer.

(13) The tender committee shall report to the Accounting Officer any recommendation made to award a contract to a tenderer other than the tenderer recommended by the evaluation committee giving reasons for making such a recommendation.

(14) The tender committee shall not make a recommendation for an award of a contract or order if the recommended tenderer or framework contractor has:

(i) made a misrepresentation or submitted false documents in competing for the contract or order; or
(ii) been convicted of a corrupt or fraudulent act in competing for any contract during the past five years

(15) The Tender committee may on justifiable grounds and after following due process, disregard the submission of any tenderer if that tenderer or any of its directors, members or trustees or partners has abused the delivery management system or has committed fraud, corruption or any other improper conduct in relation to such system. The National Treasury and the provincial treasury shall be informed where such tenderers are disregarded.

(16) The Tender committee shall comprise of the same persons as for the bid adjudication committee and will deal with tenders both for general goods and services and for infrastructure.

34. Procurement of banking services

(1) A contract for the provision of banking services –
  (a) must be procured through competitive bids;
  (b) must be consistent with section 7 or 85 of the Act; and
  (c) may not be for a period of more than five years at a time.

(2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.

(3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of paragraph 22(1). Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

35. Procurement of IT related goods or services

(1) The Accounting Officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.

(2) The parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.

(3) The Accounting Officer must notify SITA together with a motivation of the IT needs of the municipality if –
  (a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT included); or
  (b) the transaction value of a contract to be procured by the municipality whether for one or more years exceeds R50 million (VAT included).

(4) If SITA comments on the submission and the municipality disagree with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National Treasury, the relevant provincial treasury and the Auditor General.

36. Procurement of goods and services under contracts secured by other organs of state

(1) The Accounting Officer may procure goods or services for the municipality under a contract secured by another organ of state, but only if –
  (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
  (b) the municipality has no reason to believe that such contract was not validly procured;

(c) there are demonstrable discounts or benefits for the municipality to do so; and
(d) that other organ of state and the provider have consented to such procurement in writing.

(2) Subparagraphs (1)(c) and (d) do not apply if –
(a) a municipal entity procures goods or services through a contract secured by its parent municipality; or
(b) a municipality procures goods or services through a contract secured by a municipal entity of which it is the parent municipality.

37. Procurement of goods necessitating special safety arrangements

(1) The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, must be restricted where ever possible.
(2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership and cost advantages for the municipality.

38. Local Production and Content

(1) The municipality must where the Department of Trade and Industry in consultation with National Treasury assigned designated sectors, sub-sectors or industries or products for local production and content advertise the invitation to tender with a specific condition that only locally produced goods or locally manufactured goods with a stipulated minimum threshold for local production and content will be considered.
(2) The threshold referred to in paragraph (1) must be in accordance with the standards determined by the Department of Trade and Industry in consultation with National Treasury.
(3) A tender that fails to meet the minimum stipulated threshold for local content and production is an unacceptable tender.

39. Compulsory subcontracting

1) For bids above R30 million, the municipality will apply a compulsory subcontracting to advance designated groups, unless it is impractical to do so. The Bid Specification Committee will report any deviation from this requirement to the Accounting Officer or his designate, being the Chief Financial Officer.

2) If the municipality applies the subcontracting as contemplated in subsection (30.1), the municipality must advertise the tender with a specific tendering condition that the successful tenderer must subcontract a minimum of 30% of the value of the contract to-

i. an EME or QSE;
ii. an EME or QSE which is at least 51% owned by black people;
iii. an EME or QSE which is at least 51% owned by black people who are youth;
iv. an EME or QSE which is at least 51% owned by black people who are women;
v. an EME or QSE which is at least 51% owned by black people with disabilities;
vi. an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
vii. a cooperative which is at least 51% owned by black people;
viii. an EME or QSE which is at least 51% owned by black people who are military veterans; or
ix. more than one of the categories referred to in paragraphs (a) to (h).

3) The *municipality* will make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods or services in respect of the applicable designated groups from which the tenderer must select a supplier sub-contracting after award of tender.

4) A person awarded a contract may only enter into a subcontracting arrangement with the approval of the municipality.

5) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold:
.
6) A person awarded a contract may not subcontract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level of contributor than the person concerned unless the contract is subcontracted to an EME that has the capability and ability to execute the subcontract

40. Appointment of consultants

(1) The Accounting Officer may procure consulting services provided that National Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
(2). Consultancy services must be procured through competitive bidding or by deviating by using a roster system in accordance with the Supply Chain Management Regulations, section 36 which provides that if is impractical to invite competitive bids, the Municipality will procure the required goods or services by other means using a roster system, provided that the reasons for deviating from inviting competitive bids must be recorded

and approved by the Accounting Officer and must be reported to Council. Such a roster system provides that where services are required on a recurring basis, a panel of consultants/list of approved service providers for the rendering of these services may be established.

(3) The Municipality may utilize a roster system to procure consultancy services with a value up to five (R5) million for projects inclusive of professional fees. For all consultancy services not listed, competitive bidding procedures will prevail subject to the following provisions:

(a) the value of the contract exceeds R200 000 (VAT included); or
(b) the duration period of the contract exceeds one year.

(3.1) **Category's for registration will be as follows**:

(i) For projects up to R1 000 000 (incl)
(ii) For projects from R1 000 000 – R2 000 000 (incl)
(iii) For projects from R2 000 000 – R3 000 000 (incl)
(iv) For projects from R3 000 000 – R5 000 000 (incl)

(3.2) An annual roster will be compiled of consultants within various professional categories and three quotations will be obtained per project on a rotational basis.

(a) To compile a roster, advertisements will be placed annually in the local newspapers, Government Tender Bulletin and the website inviting enterprises to register.
(b) Potential service providers must provide the following details to register,
  (i) Composition of firm in terms of shareholding,
  (ii) Staff complement,
  (iii) Representation of expertise in respect of disciplines required and Curriculum Vitae's (CV),
  (iv) National/ international acceptability of expertise in the various professions,
  (v) Experience as reflected in the projects already dealt with and financial value,
  (vi) Proof of financial viability of the firm
  (vii) Valid SARS certificate, and

- A fee structure, as regulated by a professional body.

(3.3) Types of consultancy services that will be procured on a roster system:

(a) Construction related projects:

(i) Town Planners
(ii) Land Surveyors
(iii) Environmental Consultants
(iv) Civil Engineers
(v) Architects
(vi) Quantity Surveyors

(vii) Electrical Engineers
(viii) Mechanical Engineers
(ix) Project Management Specialists

- Fee structure charged as approved by professional bodies.

(b) Audit and Financial services

(i) Auditors and Internal Auditors
(ii) Accountants and Accounting Services.

- Fee structure charged as approved by the Auditor-General.

(c) Other professional services

(i) Specialist in Economic Development and Planning
(ii) Skills Development
(iii) Strategist
(iv) Research Consultants
(v) Policy Development Specialists.

- Fee structure charged as approved by DPSA Guide on hourly fee rates for consultants, annually published January and July.
  Website: http://www.dpsa.gov.za/
  Projects/sdi/consultants.htm

(4) For projects exceeding five million (VAT incl) consultancy services must be procured through competitive bids.

(5) In addition to any requirements prescribed by this policy for competitive bids or roster listing bidders must furnish the municipality with particulars of –
(a) all consultancy services provided to an organ of state in the last five years; and
(b) any similar consultancy services provided to an organ of state in the last five years

(6) The Accounting Officer must ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.

(7) In categories where there is limited service providers registered and services offered are not satisfactory, normal supply chain management acquisitioning procedures will be followed.

41. Conflict of interest

1)Consultants are required to provide professional, objective and impartial advice and at all times hold the client's interests paramount, without any consideration for future work and strictly avoid conflicts with other assignments or their own corporate interests. Consultants should not be hired for any assignment that would be in conflict with their prior obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the

best interest of the State. Without limitation on the generality of this rule, consultants will not be hired under the following circumstances:

2) A firm, which has been engaged by the *Accounting Officer to* provide goods or works for a project and any of its affiliates, should be disqualified from providing consulting services for the same project. Similarly, a firm hired to provide consulting services for the preparation or implementation of a project and any of its affiliates, should be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services) for the same project, unless the various firms (consultants, contractors, or suppliers) are performing the contractor's obligations under a turnkey or design-and-build contract;

3) Consultants or any of their affiliates should not be hired for any assignment which, by its nature, may be in conflict with another assignment of the consultants. As an example, consultants hired to prepare an engineering design for an infrastructure project should not be engaged to prepare an independent environmental assessment for the same project, and consultants assisting a client in the privatization of public assets should not purchase, nor advise purchasers of such assets.

4) If the assignment includes an important component for training or transfer of skills, the Terms of Reference (TOR) should indicate the objectives, nature, scope and goals of the training programme, including details of trainers and trainees, skills to be transferred, time-frames and monitoring and evaluation arrangements. The cost for the training should be included in the consultant's contract and in the budget for the assignment

42. Deviation from, and ratification of minor breaches of, procurement processes

(1) The Accounting Officer may –

(a) dispense with the official procurement processes established by this Policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –

(i) in an emergency;

(ii) if such goods or services are produced or available from a single provider only;

(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;

(v) acquisition of animals for zoos; or

(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

(b) ratify any minor breaches of the procurement processes by official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

(2) The Accounting Officer must record the reasons for any deviations in terms of subparagraphs (1)(a) and (b) of this policy and report them to the next meeting of the council and include as a note to the annual financial statements.

(3) Subparagraph (2) does not apply to the procurement of goods and services contemplated in paragraph 11(2) of this policy.

(4) If an accredited agent must be used to perform maintenance services for equipment or vehicles as part of its guarantee or warranty or to obtain genuine parts, a list of such procurements for amounts above R2000.00 must be supplied monthly to the Accounting Officer for information purposes. The type of service, cost, and reason for using one supplier only must be stated.

43. Unsolicited bids

(1) In accordance with section 113 of the Act the municipality is not obliged to consider unsolicited bids received outside a normal bidding process.

(2) If an Accounting Officer decides in terms of section 113(2) of the Act to consider an unsolicited bid, only if –

(a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;

(b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages for the municipality;

(c) the person who made the bid is the sole provider of the product or services for the municipality; and

(d) the reasons for not going through the normal bidding processes are found to be sound by the Accounting Officer.

(3) Where the Accounting Officer decides to consider an unsolicited bid that complies with subparagraph (2) of this policy, the decision must be made public in accordance with section 21A of the Municipal Systems Act, together with –

(a) its reasons as to why the bid should not be open to other competitors;

(b) an explanation of the potential benefits if the unsolicited bid were accepted; and

(c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.

(4) Once the Accounting Officer has received written comments, it must submit such comments to the National Treasury and the relevant provincial treasury.

(5) The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the Accounting Officer, depending on its delegations.

(6) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.

(7) When considering the matter, the adjudication committee must take into account –
   (a) any comments submitted by the public; and
   (b) any written comments and recommendations of the National Treasury or the relevant provincial treasury.

(8) If any recommendations of the National Treasury or provincial treasury are rejected or not followed, the Accounting Officer must submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following those recommendations.

(9) Such submission must be made within seven days (7) after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.

44. Combating of abuse of supply chain management system

(1) The Accounting Officer must–
   (a) take all reasonable steps to prevent abuse of the supply chain management system;
   (b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this Policy, and when justified –
      (i) take appropriate steps against such official or other role player; or
      (ii) report any alleged criminal conduct to the South African Police Service;
   (c) check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;
   (d) reject any bid from a bidder–
      (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality, or to any other municipality or municipal entity, are in arrears for more than three months; or
      (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
   (e) reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;
   (f) cancel a contract awarded to a person if –
      (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or

(ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and

(g) reject the bid of any bidder if that bidder or any of its directors –

(i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;

(ii) has been convicted for fraud or corruption during the past five years;

(v) has willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)

(2) The Accounting Officer must inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of subparagraphs (1)(b)(ii), (e) or (f) of this policy.

Part 3: Logistics, Disposal, Risk and Performance Management

45. Logistics management

(1) The Accounting Officer must establish and implement an effective system of logistics management, which must include –

(a) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
(b) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
(c) the placing of manual or electronic orders for all acquisitions including those from petty cash;
(d) before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;
(e) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
(f) regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
(g) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.
(h) the maintenance and administration of term contracts is co-managed with acquisition management for general goods/ services.

46. Disposal management

(1) The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets are subject to sections 14 and 90 of the Act.

(a) Two separate disposal committees may be appointed by the Accounting Officer for the disposal of movable and immovable capital assets for a period so determined by the Accounting Officer.
(b) For movable capital assets, the composition would be consistent with the Asset Management Policy;
(c) Before disposal of immovable assets refer to section 14 of the MFMA and the Municipal Asset Transfer Regulations (no. R.*878);*

(d) Such a disposal committees are advisory committees to the Municipal Manager on the disposal of capital assets and do not replace any of the bidding committees.

(2) (a) Assets may be disposed of by –

(i) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;

(ii) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;

(iii) selling the asset; or

(iv) destroying the asset.

(b) The Accounting Officer must ensure that –

(i) immovable property may be sold only at market related prices except when the public interest or the plight of the poor demands otherwise in accordance with section 14 of the MFMA;

(ii) movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality;

(vi) in the case of disposable computer equipment, the provincial department of education must first be approached to indicate within
30 days whether any local schools are interested in the equipment; and

(iv) in the case of disposable firearms, National Conventional Arms Control Committee has approved any sale or donation of fire arms to any person or institution within or outside the Republic;
provided that

(c) (i) immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise; and

(ii) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed; and

(d) (i) ensure that where assets are traded in for other assets, the highest possible trade-in price is negotiated.

(3) **Competitive bids: The sale and letting of assets**

(a) The sale and letting of assets above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to paragraph 11(2) of this Policy.

(b) The sale and letting of assets above an estimated transaction value of R200 000 (VAT included), may not be deliberately split into parts or items of lesser value

merely for the sake of selling or letting such assets otherwise than through a competitive bidding process.

(c) The preference point systems prescribed in the PPPFA and the Preferential Procurement Regulations, 2011 are not applicable to the sale and letting of assets.

(d) In instances where assets are sold or leased by means of advertised completive bids or written price quotations or by auctions the award must be made to the highest bidder.

47 Risk management

(1) SCM will develop its own risk management strategy that will be aligned with the organizational wide policy and updated annually**.**

(2) Risk management must include –

(a) the identification of risks on a case-by-case basis;

(b) the allocation of risks to the party best suited to manage such risks;

(c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;

(d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and

(e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

48. Performance management

(1) The Accounting Officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes were followed and whether the objectives of this Policy were achieved. It will be aligned with the organizational wide policy.

Part 4: Other matters

49. Prohibition on awards to persons whose tax matters are not in order

(1) No award above R15 000 may be made in terms of this Policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
(2) Before making an award to a person the Accounting Officer must first check with SARS whether that person's tax matters are in order.
(3) If SARS does not respond within 7 days such person's tax matters may for purposes of subparagraph (1) be presumed to be in order.
(4) No award will be made in terms of this policy to a person who's municipal rates, taxes and service fees are not paid-up or arrangements have been made with the relevant Municipality to paid-up arrers.

50. Prohibition on awards to persons in the service of the state

(1) Irrespective of the procurement process followed, no award may be made to a person in terms of this Policy –
    (a) who is in the service of the state;
    (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or
    (c) a person who is an advisor or consultant contracted with the **municipality**.
(2) Any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.

51. Awards to close family members of persons in the service of the state

(1) The Accounting Officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 (incl. VAT) to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including –
    (a) the name of that person;
    (b) the capacity in which that person is in the service of the state; and
    (c) the amount of the award.

52. Ethical standards

(1) A code of ethical standards as set out in the "*SPLM's code of conduct for supply chain management practitioners and other role players involved in supply chain management*" is attached as annexure c in order to promote –
   (a) mutual trust and respect; and
   (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.

(2) A breach of the code of ethics must be dealt with as follows -
   (a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;
   (b) in the case a role player who is not an employee, through other appropriate means in recognition of the severity of the breach.
   (c) In all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act.

(3) All committee members and SCM practitioners may be vetted by the National Intelligence Agency (N.I.A).

(4) A financial declaration of interest form may be completed and submitted to the Accounting Officer annually by all bid committee members.

(5) A cooling off period for former employees and councilors will apply: they will be prohibited for a period of 12 months after leaving the municipal services to participate in any SCM activities e.g. rendering goods /services or consulting services to the Municipality or its entity if established.

53. Inducements, rewards, gifts and favours to municipalities and other role players

(1) No person who is a provider or prospective provider of goods or services, or a recipient or prospective recipient of goods disposed or to be disposed of may either directly or through a representative or intermediary promise, offer or grant –
   (a) any inducement or reward to the municipality for or in connection with the award of a contract; or
   (b) any reward, gift, favour or hospitality to –
      (i) any official; or
      (ii) any other role player involved in the implementation of this Policy.

(2) The Accounting Officer must promptly report any alleged contravention of subparagraph (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.

(3) Subparagraph (1) does not apply to gifts less than R350 in value.

(4) All supply chain practitioners and bid committee members must disclose annually rewards, gifts and favours to the Accounting Officer or his delegate who will maintain a Gift Register**.**

(5) The Accounting Officer, will disclose any such gifts and or favours annually to the Executive Mayor.

54. Sponsorships

(1) The Accounting Officer must promptly disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is –

(a) a provider or prospective provider of goods or services; or

(b) a recipient or prospective recipient of goods disposed or to be disposed.

55. Objections and complaints

(1) Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within seven (7) days of the decision or action, a written objection or complaint against the decision or action to the Accounting Officer, on the prescribed grievance forms.

56. Resolution of disputes, objections, complaints and queries

(1) The Accounting Officer must appoint an independent and impartial person, not directly involved in the supply chain management processes –

(a) to assist in the resolution of disputes between the municipality and other persons regarding -

(i) any decisions or actions taken in the implementation of the supply chain management system; or

(ii) any matter arising from a contract awarded in the course of the supply chain management system; or

(c) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.

(2) The Accounting Officer, or another official designated by the Accounting Officer, is responsible for assisting the appointed person to perform his or her functions effectively. A complaints register must be implemented and maintained per annum.

(3) The person appointed must –

(a) strive to resolve promptly all disputes, objections, complaints or queries received; and

(b) submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.

(4) A dispute, objection, complaint or query may be referred to the relevant provincial treasury if –
   (a) the dispute, objection, complaint or query is not resolved within 60 days; or
   (b) no response is forthcoming within 60 days.

(5) If the provincial treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.

(6) This paragraph must not be read as affecting a person's rights to approach a court at any time.

(7) Publish bid results on Municipal website e.g. company name, price, brand name.

57. Contracts Providing for compensation based on turnover

(1) If a service provider acts on behalf of a municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the municipality must stipulate –
   (a) a cap on the compensation payable to the service provider; and
   (b) that such compensation must be performance based.

58. Promotion of Environmentally Friendly Procurement

(1) The Municipality commits itself to environmentally friendly procurement when procuring goods and services, including, but not limited to:

i. the incorporation of energy efficiency measures when procuring electrical supplies such as bulbs, globes etc.
   (b) the adoption of an integrated waste management strategy such as investigating recycling options and the handling of hazardous substances.
   (c) compliance with green building guidelines and standards (SANS).
   (d) sourcing and using resources that are renewable as far as possible.
   (e) consider the extent of pollution of using the type, quantity and energy of materials procured.
   (f) source vehicles and equipment that are more energy efficient and produce less pollution.

59. Cost containment measures

The *Accounting Officer* must, as a minimum, institute cost containment measures to minimize operational expenditure of the municipality. As such, the Accounting Officer must implement cost containment measures issued by National Treasury to:

a) Minimize the use of consultants in the municipality and the expenditure thereof;
b) Reduce travel and subsistence expenditure;
c) Reduce expenditure related to advertising, newspaper and other publication;
d) Reduce expenditure related to telephones, cellular phones and data facilities;
e) Reduce expenditure related to catering, events and venue hiring; and
f) Reduce other non-core operational expenditure.

60. Breach of Policy

(1) Any person in the employ of the Municipality who breaches this Supply Chain Management Policy shall be liable for disciplinary charges and/or being subject to criminal or civil charges.

BY - LAWS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED BYLAWS

List of Budget related Bylaws	Explanation numbers
Advertising Signs	1
Aerial Systems	1
Animals, Poultry & Bees Control	1
Building Control	1
Caravan Park	1
Cemeteries	1
Debt Collection	1
Electricity	1
Fire Brigade	1
Fireworks	1
Keeping of Dog Control	1
Law Enforcement	1
Property Rates	1
Residential business, Bed & Breakfast and guesthouse establishment, Creches, childcare centres, Liquor trading and Car Wash entreprises	1
Standing Orders	1
Street Trading Control	1
Swimming Pools	1
Taxi Ranks	1
Water Supply	1

Explanation numbers

1. These bylaws are accessible on the Sol Plaatje website: www.solplaatje.org.za
2. Bylaws to be approved with draft budget process 2019/20

M F M A
CIRCULARS

ANNEXURE : MFMA CIRCULARS

1. All MFMA circulars are accessible on the NT website: www.treasury.gov.za

2. The following MFMA circulars are included in the budget book:

MFMA Circular